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ANNUAL REPORT
OF THE
DEPARTMENT OF INSTITUTIONS



TO THE
GOVERNOR OF MONTANA
HONORABLE THOMAS L. JUDGE
FISCAL YEAR ENDED
JUNE 30, 1974

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State of Montana

Department of Institutions



449-2546

Helena, 59601

October 18, 1974

VERNOR
THOMAS L. JUDGE

DIRECTOR
EDWIN G. KELLNER

BOARD MEMBERS

RICHARD V. BOTTOMLY, GREAT FALLS
JOHN M. CROSS, GLENDIVE
FLOYD C. HAMILTON, LIVINGSTON
WILLIS M. McKEON, MALTA
JOHN W. STRIZICH, M.D., HELENA

Honorable Thomas L. Judge
Governor
State of Montana
Capitol
Helena, Montana 59601

Dear Governor Judge:

Pursuant to the requirement of Section 82-4002, R.C.M. 1974, there is herewith transmitted the report of the Department of Institutions for the fiscal year ended June 30, 1974.

In many cases over the past year, giant progressive strides have been taken, and in other cases only small tentative steps. All of these steps however, hold promise for improvements in the future care, custody, and treatment of those Montana citizens less fortunate than ourselves. We have come a long way but there is still a long way to go.

We are most appreciative of your past support and look forward to continued assistance from your office.

Sincerely,


Edwin G. Kellner
Director

EGK/jn
Enc.

PRINCIPAL OFFICES AND OFFICERS

DEPARTMENT OF INSTITUTIONS
1236 E. 6th Ave., Helena

Edwin G. Kellner
Lawrence E. D'Arcy

Director
Deputy Director

BOARD OF INSTITUTIONS

<u>OFFICER</u>	<u>TERM OF OFFICE</u>	<u>HOME ADDRESS</u>
Willis M. McKeon, Chairman	1-9-73 - 1-3-77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member	7-2-69 - 7-1-74	1101 11th No.W1, Great Falls
John M. Cross, Member	7-1-70 - 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member	7-8-71 - 7-1-76	East of Livingston
John W. Strizich, M.D., Member	7-31-73 - 1-3-77	1500 Cannon, Helena

PRINCIPAL ADMINISTRATIVE OFFICE

1236 E. 6th Ave.
Helena

Thomas L. Gooch
John G. Thomas
Geraldine C. Strong

Centralized Services
Community Based Services
Reimbursement

LEGAL REFERENCES

BOARD OF INSTITUTIONS

Title 82A, 801 through 807

CENTRAL OFFICE OPERATIONS

Title 80, Chapter 16, Revised Codes of Montana, 1947

Title 82A, 801 through 807

REIMBURSEMENT

Title 80, Chapter 16, Revised Codes of Montana, 1947

Title 82A, 80, through 807

AFTERCARE

Title 80, Chapter 14, Revised Codes of Montana, 1947

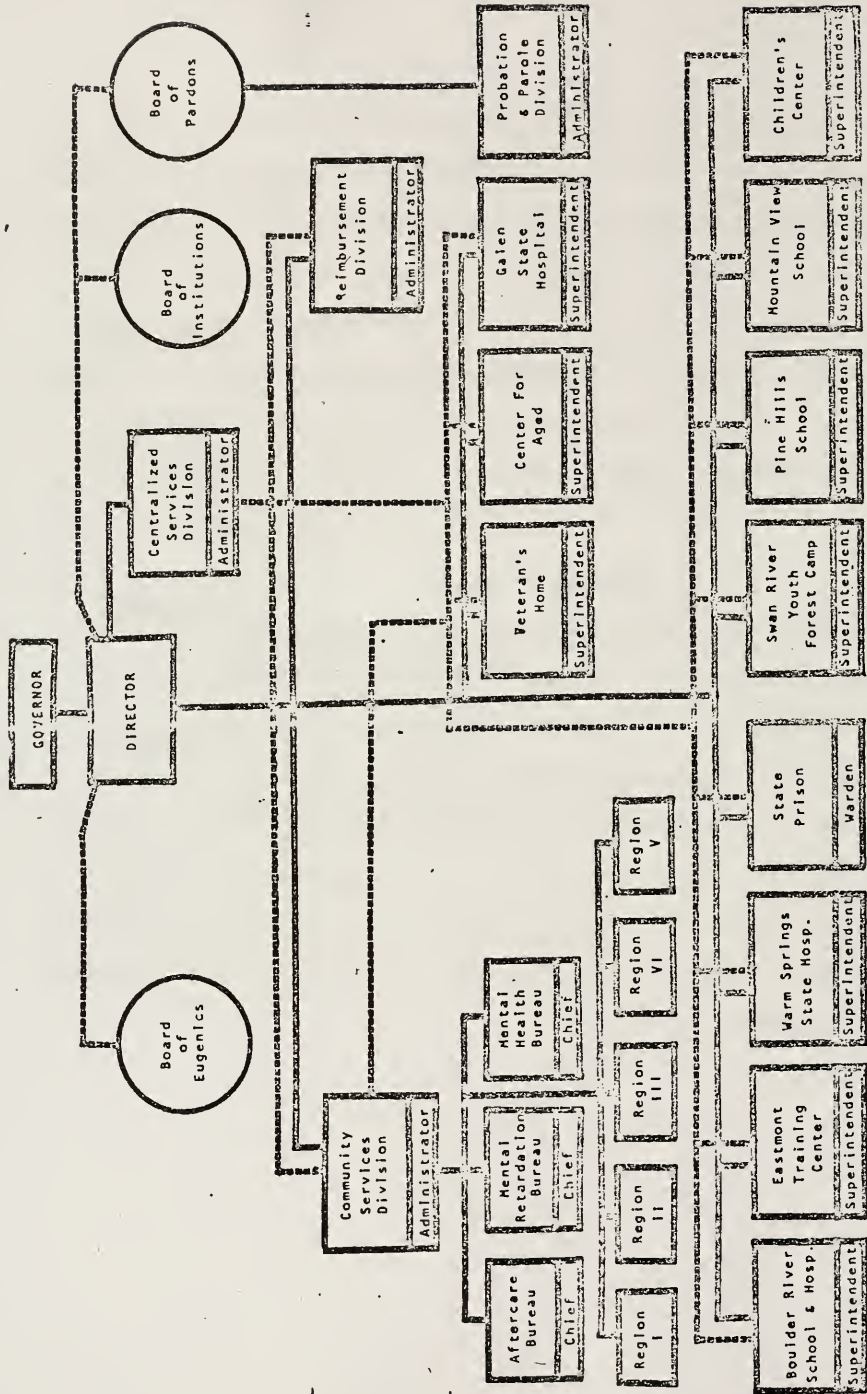
Title 82A, 801 through 807

The Department of Institutions consists of the Central Office, eleven custodial-type institutions, and through the Community Based Services Division, a network of community services available throughout the State.

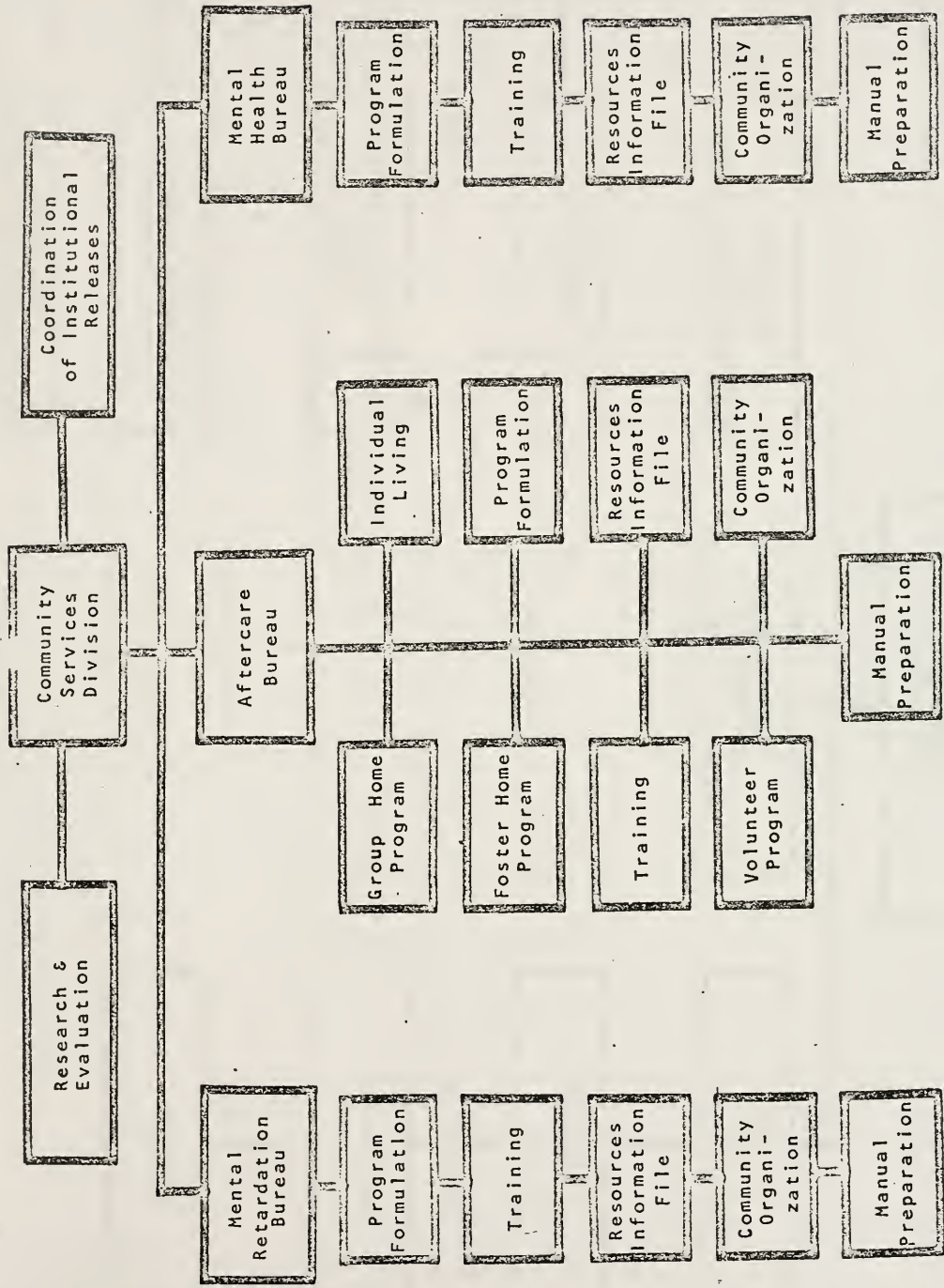
The Department of Institutions is charged by the State of Montana to provide maximum service to, care of, and rehabilitative efforts toward; (1) those who have been institutionalized and require intensive or additional care and treatment and (2) those persons in the community who may find themselves in need of available assistance.

STATEMENT OF CHANGE

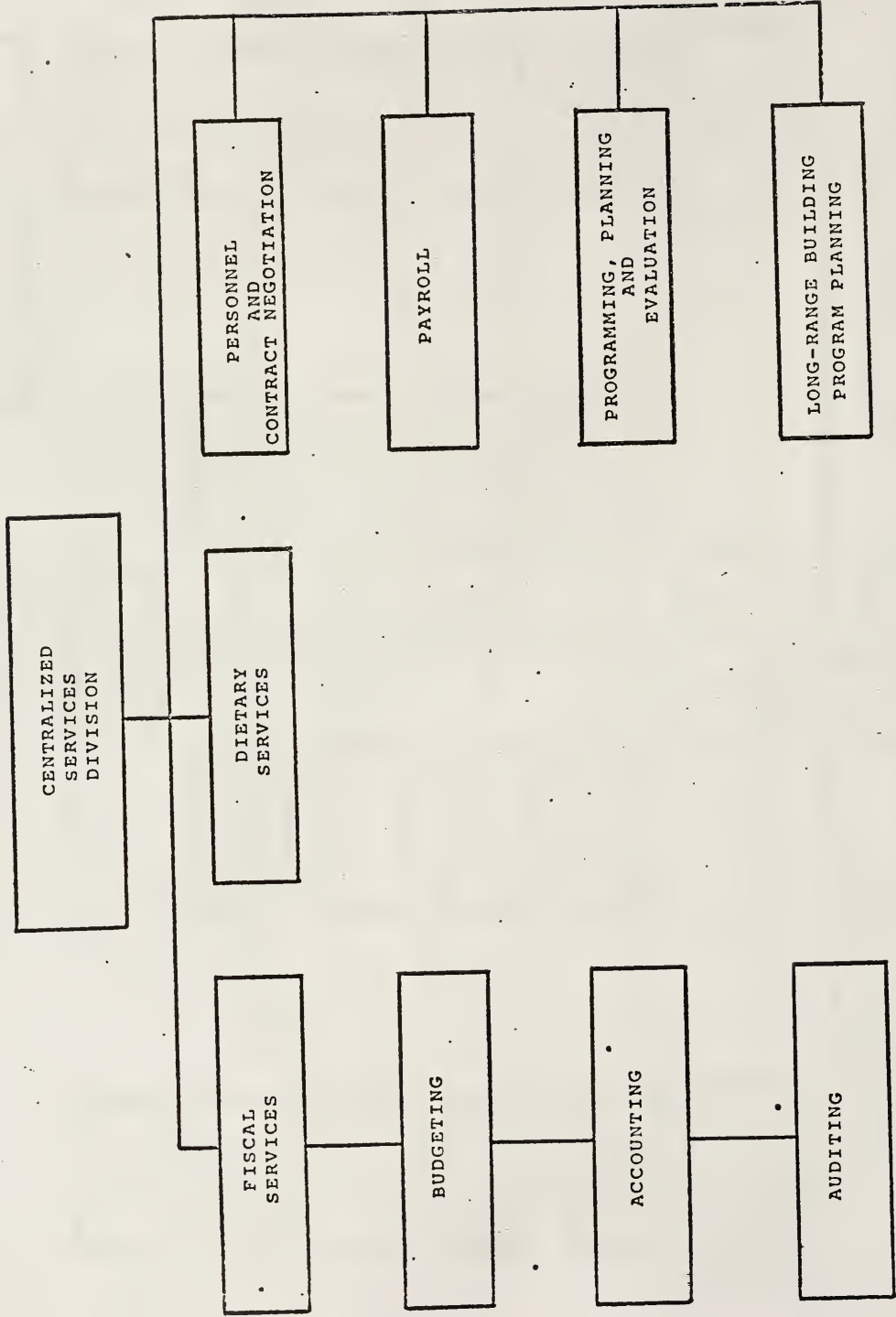
In May 1974 approval was obtained for reorganization within the Department of Institutions. In terms of the fiscal year, only two of the changes took place prior to June 30 and these changes were only of a two-week duration. Insofar as these changes did not effect major accomplishments during their short existence, they are not considered for this report. Instead, they are simply acknowledged in this narrative and indicated in the attached organizational charts. Exhibit #1 (5 pages) indicates organizational structure prior to June 30, 1974 and Exhibit #2 (6 pages) indicates the structure after June 30, 1974.



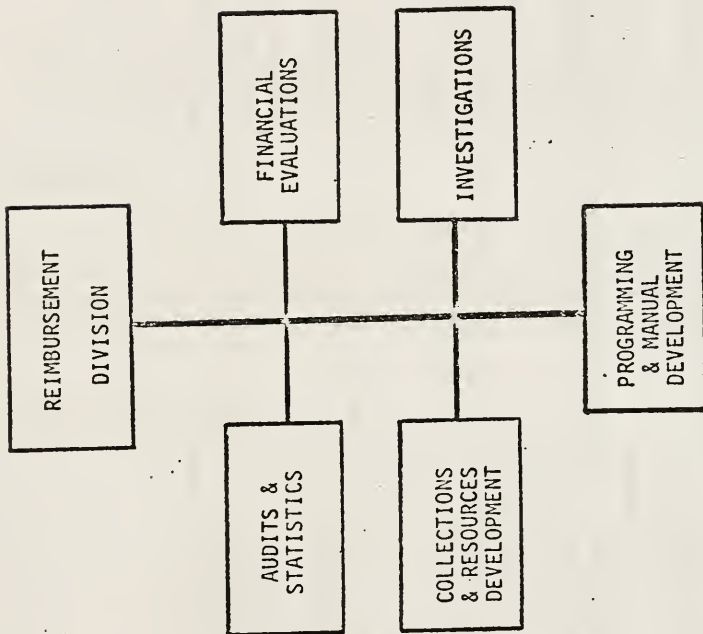
ORGANIZATION CHART
DEPARTMENT OF INSTITUTIONS
July, 1973
Submitted by: *[Signature]*
Approved by: *[Signature]*
Director
Governor



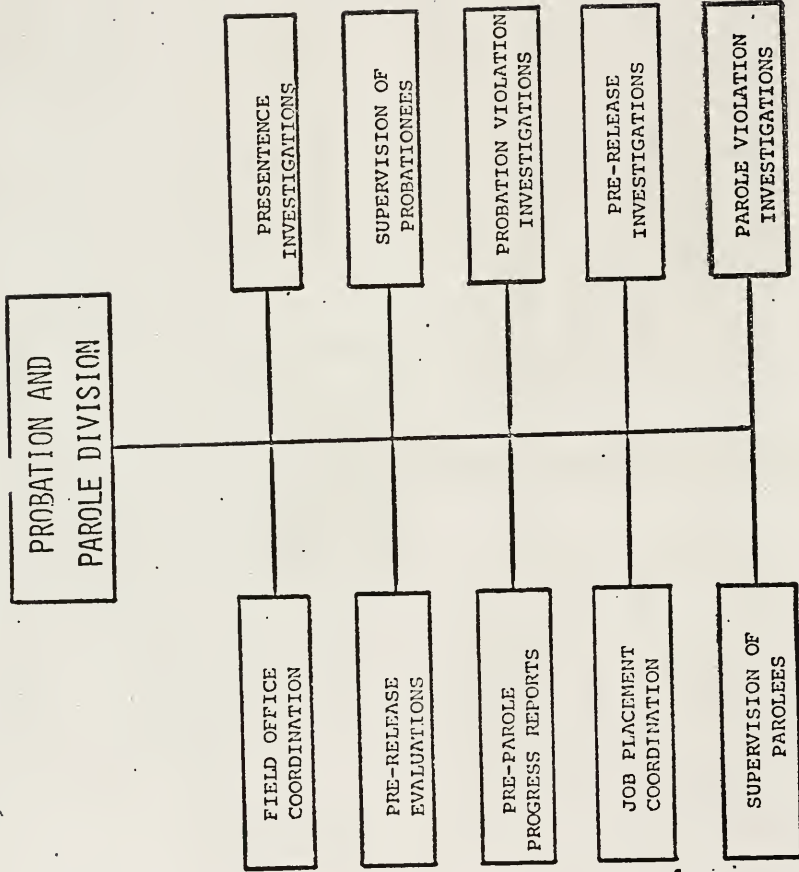
FUNCTIONAL CHART
Community Services Division
Department of Institutions
July, 1973



FUNCTIONAL CHART
CENTRALIZED SERVICES DIVISION
DEPARTMENT OF INSTITUTIONS
JULY 1972



FUNCTIONAL CHART
Reimbursement Division
Department of Institutions
July, 1973



FUNCTIONAL CHART
PROBATION AND PAROLE
DIVISION - JULY 73
DEPARTMENT OF INSTITUTIONS

PROGRAM DESCRIPTIONS

PROGRAM:

BOARD OF INSTITUTIONS

The Board of Institutions was reorganized under Executive Reorganization and became a Quasi-Judicial Board only; no longer having a direct administrative function.

GOAL:

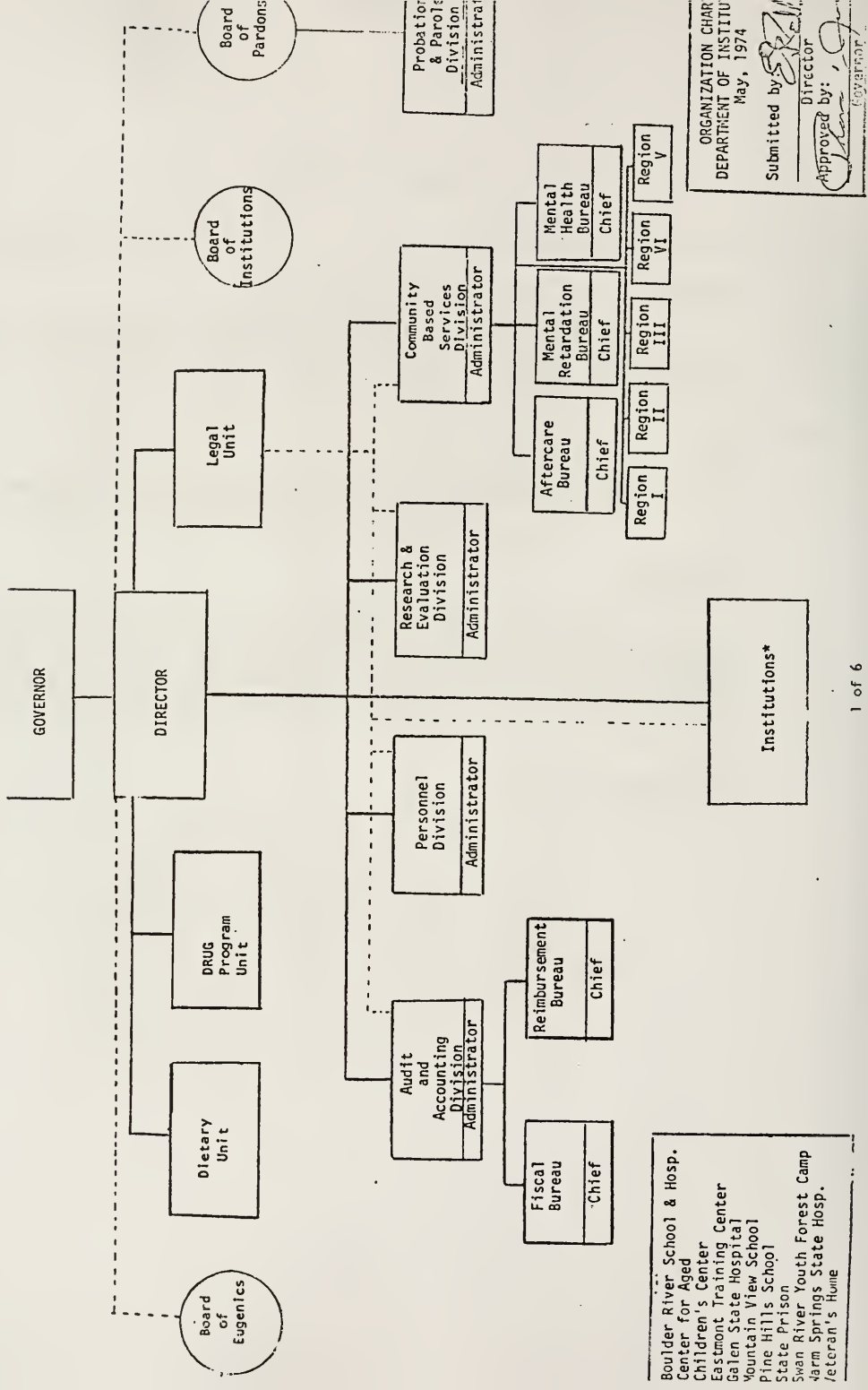
Provide advisory council to the Director of the Department of Institutions and to sit as an impartial body in matters of grievance.

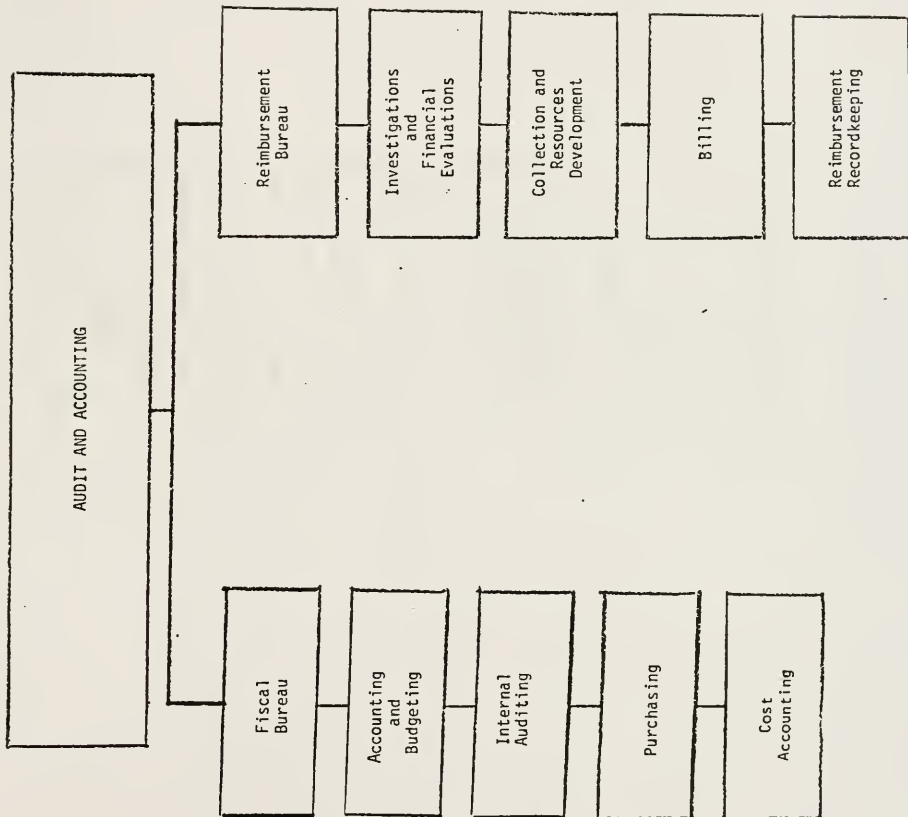
OBJECTIVES:

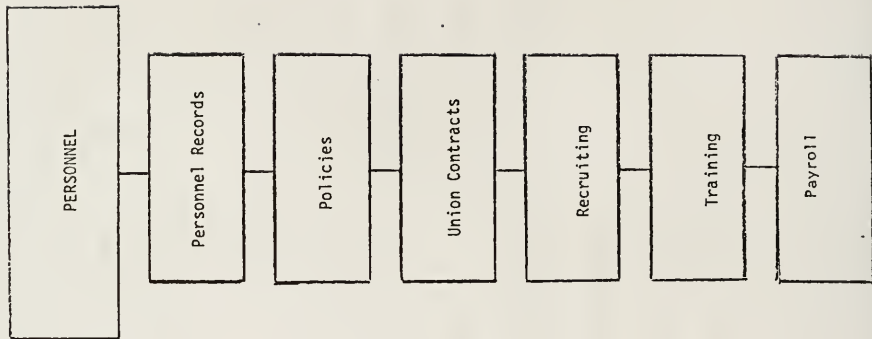
Provide expertise and guidance to the Director in an advisory capacity; assist in obtaining sufficient funding to support institution programs; represent Department in the community and to bring to the Department concerns and unmet needs of the community. Engage in action on broad social issues and problems affecting actual and potential residents of institutions.

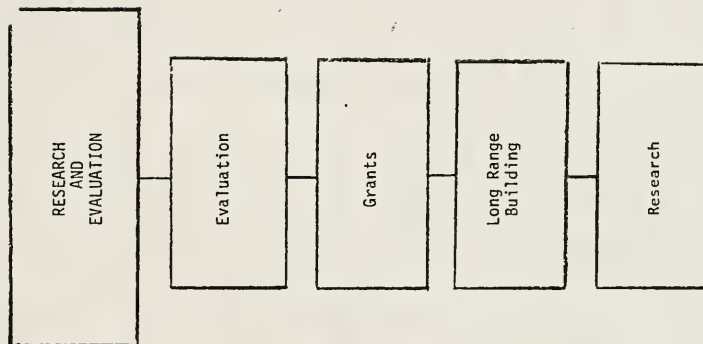
PERFORMANCE INDICATORS:

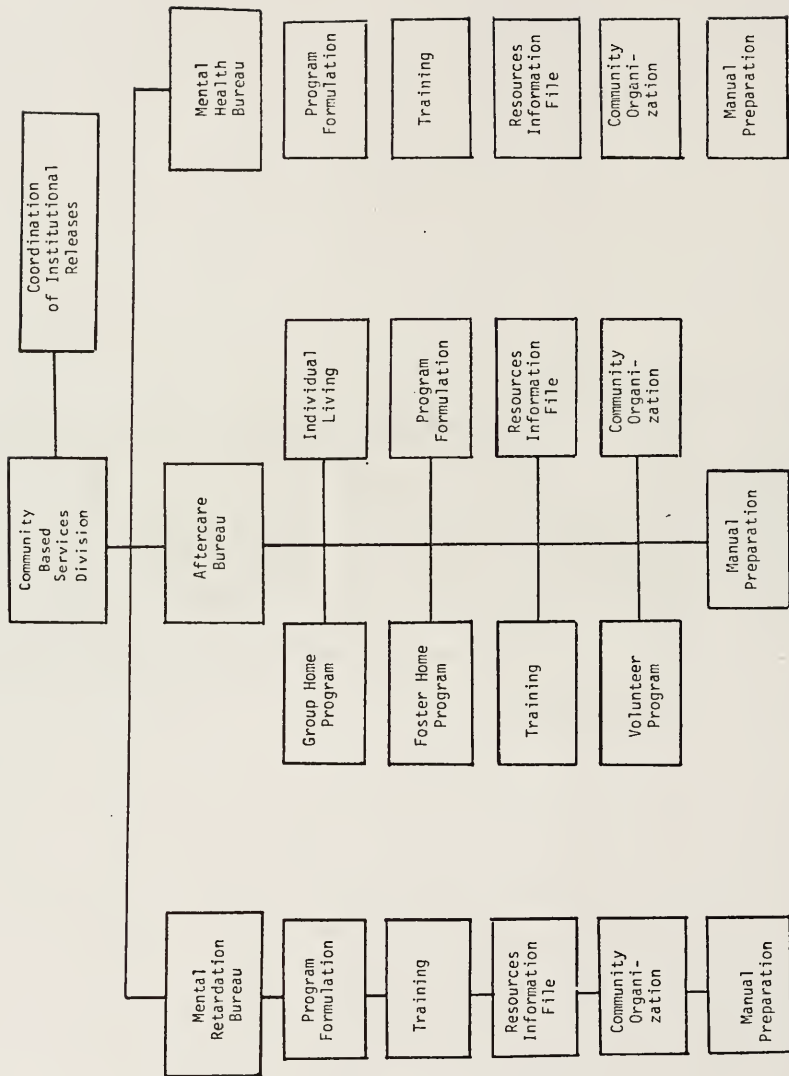
	Fiscal Year	
	<u>1972-73</u>	<u>1973-74</u>
Cost	\$ 2,921	\$ 3,874
Meetings Held	5	3

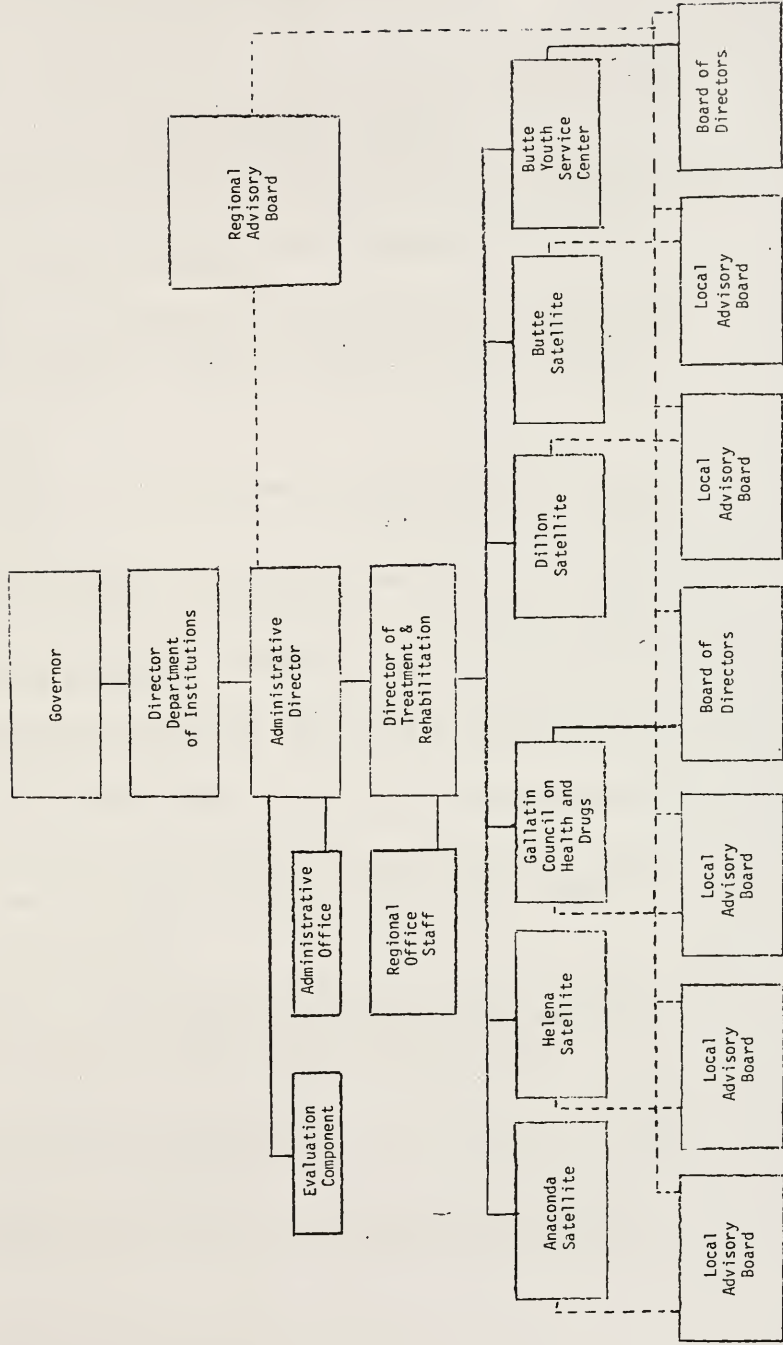




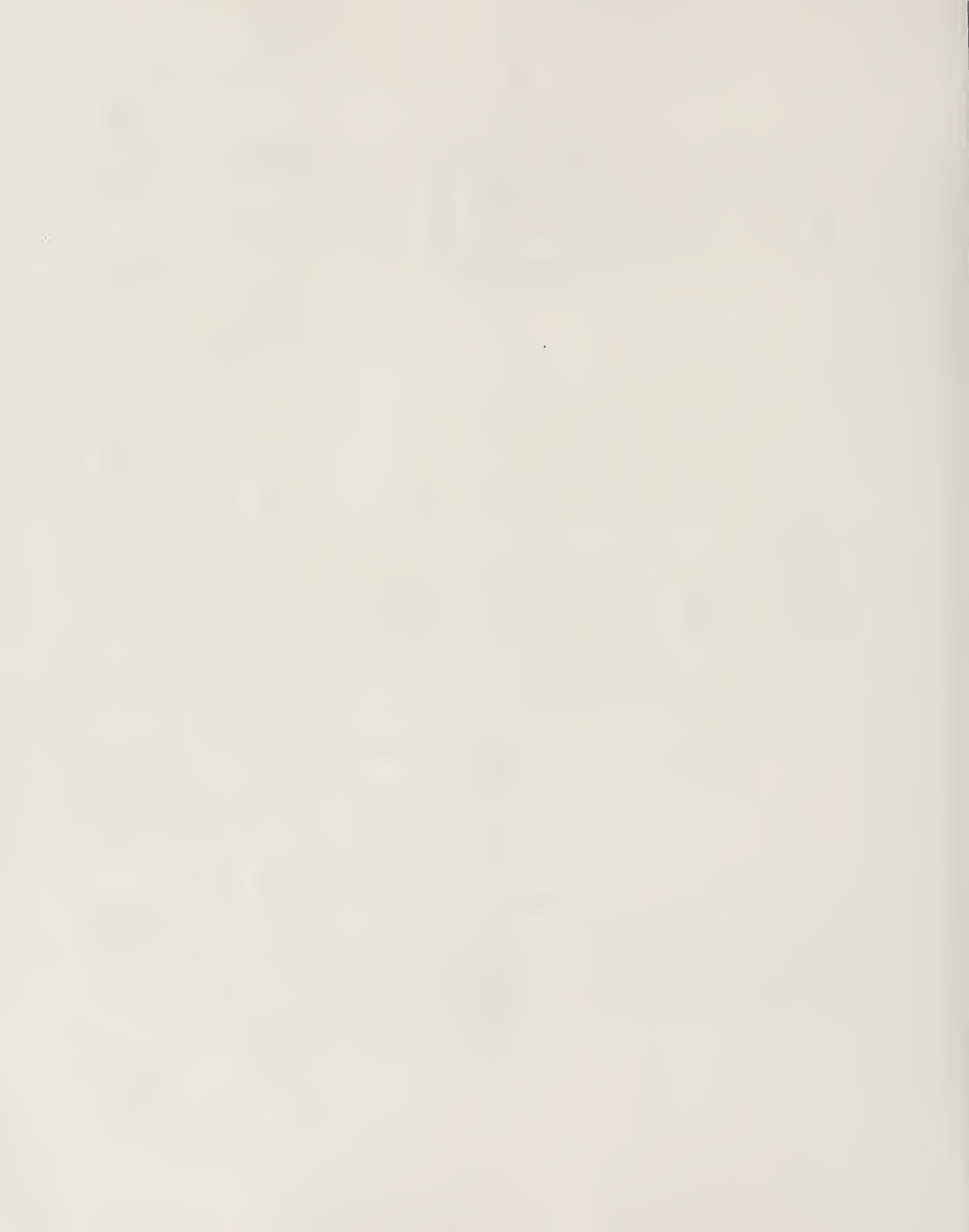








----- Advisory
----- Policy



CENTRALIZED SERVICES DIVISION

The Centralized Services Division of the Department of Institutions combines the activities of the Personnel, Audit and Accounting, and Dietary Bureaus.

GOALS...To implement and coordinate departmental policy through the three operational bureaus.

OBJECTIVES...To function as the operations arm of the Department and administer basic accounting, audit, personnel, and dietary concerns; insuring that they are handled in the most efficient manner possible.

PERSONNEL BUREAU

ACHIEVEMENTS...Initiated the use of an "Exit Interview" form at all institutions in an attempt to determine causes for turnover of personnel.

...Initiated program of ongoing investigation into the hiring methods practiced by the institutions.

...Evaluated the federal requirements for all institutions for Medicare and Medicaid.

...Negotiated all union contracts for employees of the institutions (completed majority).

...Conducted salary survey to revise and update the compensation plan.

...Revised several areas of the classification specifications to bring them into alignment with newly established positions.

AUDIT AND ACCOUNTING BUREAU

ACHIEVEMENTS...Incorporated SBAS procedures which took system expenditures and established necessary follow-up procedures to at least minimally ascertain proper allocation of resources and thereby increase the level of overall accountability.

...Abolished old system of collection and deposit for the mental hygiene clinics and established fee depository systems to conform to the State accounting procedures.

...Completed financial audit of the Mental Health Clinics and established controls which increase accountability measures.

DIETARY BUREAU

ACHIEVEMENTS...Continued a program of inventory reduction through improved ordering procedures.

...Established a more diversified menu system throughout the institutions.

...Kept cost-per-meal ratio down through sound management and purchasing practices.

...Hired dietitian aid to assist in the dietetic programs at Warm Springs and Boulder.

PROGRAM DESCRIPTIONS

PROGRAM: REIMBURSEMENT

GOAL

LOCATING, PROTECTING AND CONSERVING PATIENT'S INCOME AND ASSETS TO SUPPORT THE HIGHEST POSSIBLE LEVEL OF CARE AND SERVICES. RESEARCH AND DEVELOP SOURCES OF REIMBURSEMENT FOR SERVICES RENDERED IN THE INSTITUTIONS OR UNDER THE AUTHORITY OF THE DEPARTMENT. DEVELOP AND MAINTAIN LIAISON WITH INTERRELATED PUBLIC AND PRIVATE AGENCIES. DEVELOP POLICY, PROCEDURES AND SYSTEMS WITH STANDARDIZATION AND MODALITY TO RECOVER THE GREATEST POSSIBLE REVENUE FROM ESTABLISHED SOURCES. ORGANIZE AN EFFICIENT SYSTEM AND A REALISTIC BUDGET FOR CHANNELING ALL SOURCES OF REVENUE THROUGH THE REIMBURSEMENT BUREAU INTO THE GENERAL FUND OF MONTANA. UTILIZE THE STATEWIDE BUDGET AND ACCOUNTING SYSTEM FOR BETTER MANAGEMENT CONTROL AND BUDGETING.

OBJECTIVES:

- 1- ESTABLISH REIMBURSEMENT OFFICES AT EACH INSTITUTION TO FACILITATE CLAIM PROCEDURES AND INCREASE EFFICIENCY OF REIMBURSEMENT OPERATION.
- 2- DEVELOP SCHEDULES, GUIDELINES AND PROCEDURES TO IMPLEMENT HB-360.
- 3- IMPLEMENT HB-1066-TO INCLUDE CAPITAL EXPENDITURES IN PER DIEM COSTS.
- 4- EXPAND REIMBURSEMENT OPERATION IN ORDER TO EVALUATE ACCOUNTS, ABILITY TO PAY INVESTIGATIONS, AND RESOURCE DEVELOPMENT OF EACH ACCOUNT ON AN ANNUAL BASIS.
- 5- DEVELOP IMPROVED COST AUDITS FOR MEDICAID AND MEDICARE, TO JUSTIFY GREATER RECOVERY FROM FEDERAL CLAIMS.
- 6- CONDUCT ROUTINE TRAINING PROGRAMS AND CONFERENCES OF PERSONNEL.

ACHIEVEMENTS:

- 1- IMPLEMENTED HB-360, DEVELOPING SCHEDULES AND GUIDELINES LIMITING PARENTAL LIABILITY, DEVELOPING PROCEDURES TO INCLUDE THE STATUTE IN ACCOUNTING SYSTEM, AND NOTIFYING RESPONSIBLE PARENTS.
- 2- IMPLEMENTED HB-1066, INCLUDING CAPITAL EXPENSES IN THE COMPUTATION OF PER DIEM COSTS.
- 3- CONDUCTED PILOT PROGRAM AT GALEN TRUST OFFICE COORDINATING THE ACCOUNTING, BILLING, AND COLLECTING PROCEDURES FOR MEDICARE, INSURANCE, PRIVATE BILLING AND MEDICAID, DEMONSTRATING THE ADVANTAGES IN ESTABLISHING A SIMILAR REIMBURSEMENT OFFICE AT EACH INSTITUTION.

ACHIEVEMENTS: (continued)

- 4- INTERACTION WITH RELATED AGENCIES INVOLVED WITH FEDERAL PROGRAMS NEGOTIATING INCREASED PER DIEM RATES BASED ON IMPROVED COST AUDITS, RESULTING IN INCREASED REVENUE.
- 5- CONTINUOUS IMPROVEMENTS IN SYSTEMS TO DEVELOP GREATER RESOURCES AND BETTER COLLECTION, DOCUMENTATION AND STATISTICAL CONTROL.
- 6- PROCEDURE MANUAL UPDATING TO COMPLY WITH CHANGES IN OPERATION AND CHANGES IN FEDERAL AND STATE REGULATIONS.
- 7- CONDUCTED QUARTERLY TRAINING PROGRAMS AND CONFERENCES WITH PERSONNEL TO ESTABLISH ROUTINE REPORTING, TO IMPLEMENT NEW PROCEDURES, STATUTES, REGULATIONS AND COORDINATION BETWEEN OFFICES; ESTABLISH AND MAINTAIN EFFECTIVE EMPLOYEE WORKING RELATIONSHIPS.
- 8- COMBINED ACHIEVEMENTS AND PROGRESS ACCOMPLISHED WITHIN BUDGET APPROPRIATIONS INCREASED REVENUE DEPOSITED TO THE GENERAL FUND FROM \$ 2,945,826 (FY-1973) TO \$ 4,289,823 (FY-1974.)

PERFORMANCE INDICATORS

	<u>FISCAL YEAR 1971-72</u>	<u>FISCAL YEAR 1972-73</u>	<u>FISCAL YEAR 1973-74</u>
FIELD ASSIGNMENTS	509	1,010	699
DEFERRED FIELD CASES	NO RECORD	170	196
NEW ASSESSMENTS	NO RECORD	\$ 131,172	\$ 78,054
YEARLY INCREASES IN ASSESSMENTS	NO RECORD	\$ 44,052	\$ 29,191
PAST DUE COLLECTIONS	NO RECORD	\$ 7,521	\$ 31,674 (Field Cases) \$ 24,742 (Estates)
A T & R COLLECTIONS	NO RECORD	\$ 12,197	\$ 13,893
MEDICAID CLAIMS	\$ 78,423	\$ 1,634,751	\$ 2,723,691
THIRD PARTY PAYMENTS	\$ 1,162,199	\$ 1,580,470	\$ 1,572,310
* * * * *	* * *	* * *	* * *
TOTAL REVENUE DEPOSITED TO GENERAL FUND	\$ 1,184,218	\$ 2,945,826	\$ 3,836,938
DEPOSITS IN TRANSIT			\$ 452,885
TOTAL REVENUE	\$ 1,184,218	\$ 2,945,826	\$ 4,289,823
PROGRAM BUDGET	\$ 99,714	\$ 104,458	\$ 172,738
NOT EXPENDED AT END OF YEAR	NO RECORD	NO RECORD	\$ 12,618
PROGRAM COST	\$ 99,714	\$ 104,458	\$ 160,120
INCOME PER \$1.00 EXPENDED	\$ 11.88	\$ 28.20	\$ 26.79
COST PER EACH \$1,000 DEPOSITED	\$ 84.20	\$ 35.45	\$ 37.33

COMMUNITY BASED SERVICES

STATEMENT OF CHANGE...Effective July 1, 1973, reorganization within the Department of Institutions created the Community Based Services Division. The new Division combines the Mental Health, Mental Retardation and Aftercare Bureaus.

GOALS...To coordinate, manage, and direct the Mental Health, Mental Retardation, and Aftercare Bureaus in the most efficient manner possible for the benefit of Montana's troubled youth and mentally ill.

OBJECTIVES...Broaden channels of communication and increase efficiency, productivity, and accountability through a reduction of duplicative, counteractive, and competitive efforts.

ACHIEVEMENTS...Simplified and improved data collection and retrieval methods for program evaluation through standardization of computer procedures.

...Provided budgetary and fiscal management for the Bureaus, thereby allowing a minimum of 20% more task-related time for Bureau management and personnel.

...Established improved coordination and communication liaison with all divisions of the Department and particularly within the centralized Community Based Services.

...Provided secretarial transcription service to all divisional units.

AFTERCARE BUREAU

GOALS...To prepare juvenile delinquents, dependent and neglected children, and mentally retarded and ill children for their return to the community in a well-adjusted and meaningful manner.

OBJECTIVES...To supervise, counsel, and assist juveniles released from various State institutions or assigned by the courts.

...To reduce juvenile recidivism rates and to increase placements.

ACHIEVEMENTS...Established the Tone Input System at all Aftercare centers which resulted in two important benefits:

A) decreased paperwork for counselors, freeing them for more direct program counseling.

B) eliminated the need of eight secretarial service positions through telephone dictation services at the Division office, resulting in an annual savings of \$39,568.

...Provided a 24-hour answering service and staff availability at all units thereby increasing access of the citizenry and youth to State government officials, in keeping with the recommendations of the Governor and the legislature.

...Initiation and development of college-credit, in-service training programs through the University of Montana at Missoula, for Juvenile Correction Instructors, Aftercare personnel, and county correction personnel.

...Developed four new youth guidance homes in Bozeman, Butte, Havre, and Lewistown. These homes (currently nine in operation) provide alternatives to incarceration at the larger institutions to the ultimate benefit of the youth being served.

MENTAL HEALTH BUREAU

GOALS...To encourage and support the provision of comprehensive mental health services of good quality to all Montana citizens, in, or as near, their home community as possible, without unnecessary delay, interruption or inconvenience; to lower the incidence of mental illness by providing early diagnosis and treatment; and to reduce the social, psychological and economic disability and dependency resulting from mental illness.

OBJECTIVES...To achieve total State coverage through a network of Mental Health Centers thereby providing availability of a regional center to every Montana citizen.

...To secure the necessary funding to open Mental Health Centers in Regions II and IV.

...To secure funding for a children's mental health service center in Region III.

ACHIEVEMENTS...Successfully applied for and received federal allocations of \$1,250,000. Mental Health Centers are scheduled to open in Regions II and IV on August 1, 1974 and October 1, 1974 respectively.

...A children's mental health service center is scheduled to open September 1, 1974 in Region III.

...WITH THE OPENING OF THE CENTERS IN REGIONS II AND IV, MONTANA WILL BECOME THE NATION'S SECOND STATE TO ATTAIN COMPLETE STATE COVERAGE THROUGH REGIONAL MENTAL HEALTH CENTERS.

PROGRAM INVENTORY AND COST ANALYSIS SUMMARY

	FISCAL YEAR		
	<u>1973-74</u>	<u>1972-73</u>	<u>Increase (Decrease)</u>
SUMMARY OF COSTS BY PROGRAM:			
Department Operations Program	\$ 154,331	\$ 147,177	\$ 7,154
Audit and Accounting Division	167,593	(1) 102,300	65,293
Board Program	3,874	2,921	953
Personnel Division	(2) 126,411	(2) 225,448	(99,037)
Community Based Services Division	(3) 1,376,137	(3) 380,824	(3) 995,313
Administration	\$ 59,648		
Aftercare	526,035		
Mental Health	632,769		
Mental Retardation	157,685		
TOTAL COSTS BY PROGRAM	<u>\$ 1,828,346</u>	<u>\$ 858,670</u>	<u>\$ 969,676</u>
SUMMARY OF PROGRAM COSTS BY CATEGORY:			
Personal Services	\$ 981,484	\$ 536,004	\$ 445,480
Operating expenses	478,878	194,771	284,107
Equipment and Livestock	25,766	3,643	22,123
Grants, Benefits, Claims, Transfers	(4) 342,218	(4) 113,051 11,201	217,966
TOTAL PROGRAM COSTS BY CATEGORY	<u>\$ 1,828,346</u>	<u>\$ 858,670</u>	<u>\$ 969,676</u>
SUMMARY OF PROGRAM COSTS BY FUND:			
General Fund	\$ 1,114,881	\$ 514,917	\$ 599,964
Federal and Private Revenue	619,584	231,723	387,861
Federal and Private Grants	84,323	110,447	(26,124)
Revolving Fund	9,558	1,583	7,975
TOTAL PROGRAM COSTS BY FUND	<u>\$ 1,828,346</u>	<u>\$ 858,670</u>	<u>\$ 969,676</u>

(1) This figure includes the Reimbursement Bureau carried separately for Fiscal Year 1973.

(2) This figure includes the EEA funds carried separately last fiscal year. Although included in the total, this money was actually used by the Institutions and simply administered by Central Office for Fiscal Year 1973.

(3) Prior to Fiscal Year 1974, Community Based Services administration and Aftercare costs were combined under the heading "Aftercare". Mental Health and Mental Retardation were carried by Warm Springs and Boulder respectively until Fiscal Year 1974, when they were transferred to Community Based Services.

(4) In Fiscal Year 1974, the former categories of "Grants" and "Benefits and Claims" were combined.

ANNUAL REPORT TO THE GOVERNOR

Boulder River School and Hospital

Boulder, Montana 59632

July 1, 1973 to June 30, 1974



Boulder River School and Hospital

BOULDER, MONTANA 59632

THOMAS L. JUDGE
GOVERNOR

DWIGHT GREENE
DIRECTOR
INSTITUTIONS

October 1, 1974

Honorable Thomas Judge
Governor
State of Montana
State Capitol
Helena, Montana

Dear Governor Judge:

The annual report from Boulder River School and Hospital represents progress in nearly all areas. Some serious problems remain: employee turnover is high, many salaries are too low, some of the physical facilities are totally inadequate and several serious incidents have occurred which have caused much publicity. There have been some major accomplishments during fiscal year 1974. These achievements are outlined in the attached report.

- (1) The resident population of BRS&H was decreased by over eleven percent.
- (2) Public and state officials' attention was gained concerning the needs of the institution.
- (3) Quality programs were provided by the bureaus to some residents.
- (4) Two non-medical eligible cottages were closed.
- (5) Seventy six new positions were authorized for the institution.
- (6) Two remodeling projects were in the process of being completed.
- (7) \$1,503,682.55 was billed for the State of Montana as a result of the institution's participation in the Medicaid program.

These major accomplishments, as well as other achievements detailed in the report, have helped us make substantial progress toward our basic goal of establishing for the mentally retarded person a life as close to normal as possible.

Sincerely,

Gerald F. Butcher
Gerald F. Butcher
Acting Superintendent

GFL/nf

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PRINCIPAL OFFICES AND OFFICERS

* * * * *

DEPARTMENT OF INSTITUTIONS
1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

BOULDER RIVER SCHOOL AND HOSPITAL
Boulder, Montana 59632

Charles K. McCarty	Superintendent
Gerald F. Butcher	Assistant Superintendent
Douglas M. Booker	Chief, Bureau of Administrative Services
Philip D. Pallister, M.D.	Chief, Bureau of Clinical Services
Margaret Keating	Chief, Bureau of Nursing Services
Richard Heard	Chief, Bureau of Residential Services
Janice Frisch	Chief, Bureau of Social-Behavioral Services

BOARD OF INSTITUTIONS

OFFICER -

TERM OF OFFICE	HOME ADDRESS
Willis M. McKeon, Chairman 1/9/73 - 1/3/77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member 7/2/69 - 7/1/74	1101 11th N.S., Great Falls
John M. Cross, Member 7/1/70 - 7/1/75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member 7/8/71 - 7/1/76	East of Livingston
John W. Strizich, M.D., Member 7/31/73 - 1/3/77	1500 Cannon, Helena

LEGAL REFERENCES (AGENCY DESCRIPTION)

The Montana State Training School and Hospital was created in 1889. In 1963 it was placed under the control and direction of the State Department of Institutions (RCM 80-1403). The name was changed to Boulder River School and Hospital in 1967.

Purposes and Objectives of the School. "The purpose and object of such school shall be the mental, moral and physical education and training of subnormal persons whose defects prevent them from receiving proper instruction and training in the public schools, or who are so mentally deficient that they are incapable of managing themselves or their affairs independently with ordinary prudence of being taught to do so, or who require control and education for their own welfare and the welfare of others, and minors whose intelligence will not develop without such care; epileptics and subnormal adults whose defects prevent them from taking care of themselves or their property, or who, from social standards, are a menace to society" (RCM 38-802).

AGENCY OBJECTIVES

The objectives of the Boulder River School and Hospital are to provide those services for retarded persons which are not otherwise met by the family/community of the retarded person; to provide the timely care, custody, treatment and training requisite for each such person to develop to the maximum of his potential; to return these people to normal community living as self respecting, contributing citizens as expeditiously as possible.

PRINCIPAL GOALS

The Boulder River School and Hospital (BRS&H) is Montana's only full-range institution for the care, treatment and training of mentally retarded persons.

Boulder River School and Hospital has but one goal: To return to the community, as expeditiously as possible, as self-respecting, contributing citizens, all persons admitted to the institution. This goal has two corollaries; (a) That while the person is in the institution, his life should be meaningful, relevant, and as close to normal as possible; (b) That no person should come to the institution unless all family/community resources have been exhausted and then only to meet the specific need not locally met.

To complete further development of programs to meet the above goal, BRS&H has developed the following short-range plan: (1) Reduce the population of the Boulder River School and Hospital to a manageable level; (2) Protect and develop the capital investment which the State of Montana has in the physical facility at Boulder; (3) Achieve a licenseable, accreditable condition throughout the institution to conform with the rules and regulations of the Department of Health and Environmental Sciences of the State of Montana, other state authorities and federal and national authorities (principally the Joint Commission on the Accreditation of Hospitals); (4) Contribute to a State Plan for Mental Retardation Services which will inhibit admittance to Boulder River School and Hospital by offering a better service at the local level.

MAJOR ACCOMPLISHMENTS

1. Reduction of Patient Population

The resident population of the institution was reduced from 658 on June 30, 1973 to 549 on June 30, 1974. This is a reduction of population of over 11% for the fiscal year. The community placement program was transferred to the Division of Social and Rehabilitation Services on July 1, 1973.

2. Public and State Officials Attention Gained

A strike in March of 1973 and several unfortunate incidents brought the attention of both the public and state officials to the needs of the institution. The governor sent a special representative to work with the institution and has proposed a significant program for the forthcoming legislature. Relationships between the community of Boulder and the institution have improved.

3. Quality Programs Provided

All bureaus have continued to provide quality programs for some residents with the amount of staff available. Additional staff is necessary to provide a quality training program for all residents.

4. Two Cottages Closed

Due to the reduction of resident population and facility deterioration two residential cottages were closed. The closure of two non-medicaid eligible cottages assists the institution toward the goal of depopulation.

5. Seventy Six New Positions

Twenty new positions were given to the institution effective July 1, 1973 and 56 additional positions were funded effective March 16, 1974. These additional positions provided us with staff to allow the attendant counselors to provide more direct resident care.

6. Remodeling Projects

One of the old two story cottages is being remodeled to provide a better living environment for the residents. Unfortunately the cottage will not meet the new medicaid standards upon completion. The hospital portion of the institution is being remodeled to provide a community atmosphere for the residents who require this care and to meet Medicaid/Medicare standards. Phase II

7

of this project will be completed next fiscal year, which will include the non-ambulatory area, dining area and laboratory.

7. Medicaid Program

A total of \$1,503,682.55 was billed for reimbursement to the State of Montana for services rendered at Boulder River School and Hospital to Medicaid eligible patients by our Medicaid section since May of 1973. The Medicaid program paid for consulting, physician's services to patients and for prosthetic devices for physical therapy programs. The largest amount of this figure includes billing for residents living in Medicaid eligible cottages. Some of these funds were obtained from retroactive billing to May of 1972 and back billing to 1971. Medicare billing began in July of 1973 and \$8,708.52 has been billed.

PROGRAM INVENTORY & COST SUMMARY

FISCAL YEAR 1973-74

	REVENUE			EXPENDITURES					
	General Fund	Federal & Private	Revolving	Total 1973-74	Personal Services	Operating Expenses	Equip-ment	Total 1973-74	Funds for Reversion
Administration	152,488	102,018	.	254,506	195,673	52,834		248,527	5,979
General Services	1,314,197	204,524		1,518,721	930,379	464,764	56,515	1,451,658	73,968
SBS	289,349	362,368		651,717	514,554	29,806	67	544,427	20,744
Clinical	291,657	101,600		393,257	248,688	107,362		356,050	36,932
Nursing Services	1,635,365	351-115		1,986,480	1,739,450	112,334	20,739	1,872,523	25,705
Canteen	5,198	2,061	20,000	27,259	7,259	11,905		19,164	
DDD		Grant Clearance account				(96,048)		(96,048)	
Organization of Community Councils									
Public Services Careers									
Community Services									
TOTAL	3,688,254	1,123,686	20,000	4,831,940	3,636,003	712,977	77,321	4,396,301	163,388
Bonds Proceeds & Insurance Clearance 7128									

ADMINISTRATION PROGRAM

Fiscal Year 1973-74

Revenue

General Fund	152,488
Federal Revenue Sharing	<u>102,018</u>
73-74 Revenue	254,506

Expenditures

Personal Services	195,673
Operating Expenses	<u>52,854</u>
73-74 Expenditures	248,527
72-73 Expenditures	215,858
73-74 costs were greater than 72-73 by	32,669

General Fund Balance 6/30/74	5,979
New accrual	<u>(95)</u>
General Fund Balance 8/30/74	5,884

GENERAL SERVICES

Fiscal Year 1973-74

Revenue

General Fund	1,314,197
Federal Revenue Sharing	<u>204,524</u>
73-74 Revenue	1,518,721

Expenditures

Personal Services	930,379
Operating Expenses	464,764
Capital Equipment	<u>56,515</u>

73-74 Expenditures	1,451,658
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72-73 Expenditures	1,213,992
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73-74 costs were greater than 72-73 by	237,666
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General Fund balance 6/30/74	73,968
New accrual	<u>(8,554)</u>

General Fund Balance 8/30/74	65,414
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Federal Revenue Sharing Balance	222
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SOCIAL & BEHAVIORAL SERVICES

Fiscal Year 1973-74

Revenue

General Fund	289,349
Federal Revenue Sharing	54,172
Federal & Private Revenue	<u>308,196</u>
73-74 Revenue	651,717

Expenditures

Personal Services	514,554
Operating Expenses	29,806
Capital Equipment	<u>67</u>
	544,427

72-73 Expenditures	195,761
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73-74 costs were greater than 72-73 by	348,666
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General Fund Balance 6/30/74	20,744
Federal Revenue Sharing	198
Federal and Private Revenue	85,346

CLINICAL SERVICES

Fiscal Year 1973-74

Revenue

General Fund	291,657
Federal Revenue Sharing	<u>101,600</u>
73-74 Revenue	393,257

Expenditures

Personal Services	248,688
Operating Expenses	<u>107,362</u>
73-74 Expenditures	356,050

72-73 Expenditures	652,512
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73-74 Costs were lesser than 72-73 by	296,462
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General Fund Balance 6/30/74	36,932
New Accrual	(1,455)

General Fund Balance 8/30/74	35,477
Federal Revenue Sharing Balance	275

NURSING SERVICES

Fiscal Year 1973-74

Revenue

General Fund	1,635,365
Federal Revenue Sharing	205,317
Federal & Private Revenue	99,172
Donations	<u>46,626</u>
73-74 Revenue	1,986,480

Expenditures

Personal Services	1,739,450
Operating Expenses	112,334
Equipment	<u>20,739</u>
73-74 Expenditures	1,872,523
72-73 Expenditures	1,697,842
73-74 costs were greater than 72-73 by	174,681

General Fund Balance 6/30/74	25,705
New accrual	(551)
General Fund Balance 8/30/74	<u>25,154</u>
Federal Revenue Sharing Balance	95
Federal and Private Revenue	88,157

Of the Federal & Private Revenue

HIP	66,761
Donations	<u>21,396</u>
	88,157

CANTEEN PROGRAM

Fiscal Year 1973-74

Revenue

General Fund	5,198
Federal Revenue Sharing	2,061
Revolving Fund	<u>20,000</u>
73-74 Revenue	27,259

Expenditures

Personal Services	7,259
Operating Expenses	<u>11,905</u>
73-74 Expenditures	19,164

72-73 Expenditures	16,531
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73-74 Expenditures greater than 73-74 by 2,633

Revolving Fund Balance

8,095

BOULDER RIVER SCHOOL AND HOSPITAL
FEDERAL GRANT

1973-74

	<u>Revenue</u>	<u>Expenditures</u>
Dev. Disability Dtn.	96,048	96,048
This was on a grant clearance account		

BOULDER RIVER SCHOOL AND HOSPITAL
PER CAPITA COST FOR FISCAL YEAR 1973 - 74

OPERATING EXPENSES (State money)	3,688,254
AVERAGE YEARLY POPULATION	588
AVERAGE YEARLY COST PER PATIENT	6,272.54
AVERAGE DAILY COST PER PATIENT	17.185
OPERATING EXPENSES (State Money less Education and Capital Equipment)	3,511,617
AVERAGE POPULATION	588
AVERAGE YEARLY COST PER DIEM RATE PER PATIENT	5,972.14
AVERAGE DAILY COST PER DIEM RATE PER PATIENT	16.362

PROGRAM DESCRIPTIONS

The state budget programs and those of the organization at BRS&H do not always completely "synchronize". The terminology between the two systems differs when referring to the same programs. Within each program description explanatory listings of sub-programs should clarify this matter. This report focuses, as specified in the guidelines, on program structure and not on organizational structure.

There are five bureaus in the organizational structure and each budget category fits within one of these bureaus. The bureaus are: Bureau of Administrative Services, Bureau of Nursing, Social and Behavioral Services Bureau, Bureau of Residential Services and Clinical Bureau. Each bureau has a director and at the head of the organizational chart is the superintendent.

The Bureau of Community Services was discontinued as a bureau, since this responsibility was transferred to the Division of Social and Rehabilitation Services on July 1, 1973.

Administrative Services Bureau:

1. Shop, Laundry, Food Services, Warehouse and Canteen (General Services)
2. Business Office, Personnel and Payroll, Cost Accounting, Inventory and Purchasing, Safety and Security, Volunteer Services and Inservice Training.

PROGRAM GOAL

The Boulder River School and Hospital is in effect a small city. BRS&H has its own water supply, power plant, streets and roads, parkways, waste disposal, fiscal and budget office, maintenance department, laundry, and food service. The adequate management of these services and resources to the most beneficial use of the residential population is the goal of the Administrative Services Bureau.

PROGRAM OBJECTIVES

Objectives of this bureau are to expend the legislative appropriation and other income resources to the best advantage of the retarded people of the State; to maintain at the highest level possible services in support of the various clinical programs at the Boulder River School and Hospital; (to maintain the grounds, roadways and other environs in a manner that is pleasing and conducive to the habilitation of the residential population); to protect the capital investment of the State in the facilities of the Boulder River School and Hospital.

PROGRAM EVALUATION

Shop

The shop staff continues to provide maintenance and repair however, due to its limited size, significant preventative maintenance is not possible at this time. Of the 56 new positions allowed on March 16, 1974, seven were in the maintenance area, which has allowed us to assign maintenance men to work directly with specific cottages.

Laundry

Despite antiquated equipment and an inadequate building, the laundry handled over 2 million pounds of laundry last year. Either a new laundry facility must be constructed or the laundry services should be contracted off grounds. We would like to provide pressed clothing for the residents and reduce the amount of laundry done in the cottages. Fifteen laundry positions have been assigned the cottages to enable the attendant counselors to provide more direct resident supervision. The Donation room, Sewing room and Shoe Shop were moved to a location in the resident living area so that they are more accessible.

Food Services

Nutritious well balanced meals are served to both residents and employees at a reasonable cost. Ten food service workers have been assigned to the several cottages where meals are served, which frees the attendant counselors to provide more direct resident supervision. The positions were obtained from the 56 positions authorized on March 16, 1974. A Dietician Aide has also been employed to assist in meal planning.

Business Office

Full implementation of the State-wide budgeting and accounting system (SBAS) has allowed management to maintain internal control over appropriations and expenditures.

Payroll-Personnel

Periodic detailed cost reports for each cottage and physical location on the grounds were prepared for management. This information was utilized heavily in preparing the BRS&H 1975/1976 budget request. In the future, automation of these costs reports will be a specific goal.

Warehouse - Inventory

The centralized warehouse serves BRS&H as a freight receiving, storage, and distribution facility. Distribution of food, clothing, shop parts, office and janitorial supplies is efficiently managed in this building. In the future, an automated inventory control system, instead of the manual card system now in effect, is planned for the warehouse operation.

Purchasing

The purchasing department worked closely with the warehouse staff to maintain adequate inventories of heavily-used supplies in the warehouse. New personnel in the purchasing department have performed well this year.

Payroll-Personnel

As a result of heavy turnover of employees at BRS&H and the resulting high volume of payroll transactions, several people have been added to the payroll-personnel staff. During the fiscal year, greater emphasis was placed on recruiting trips and advertising to attract new employees.

Safety and Security

The loss time accident rate has declined during the year. Fire and safety hazards are continually being eliminated as needs arise. A security officer provides coverage from 10:00 p.m. to 6:00 a.m. five nights per week.

Canteen

Canteen services are available five days a week to the residents and employees at BRS&H. No attempt is made to include items which only employees would purchase; all items must have resident relevancy. The canteen is now located in an area close to the barber and beauty shops and the library -- a student center is in effect.

Volunteer Services:

Tours are arranged at the request of individuals or groups. The concept of an "open institution" is stressed. Volunteer help also is coordinated through this office. Articles are published in the local newspaper to assist with community relations and speakers are arranged for interested groups.

Inservice Training

During the fiscal year 1973, Inservice Training continued its program of providing entry level training for newly hired employees and upgrade level training for employees wishing to obtain a position of higher pay and responsibility. Of the 331 employees attending the In-Service Training classes, 248 attended entry level classes, 63 attended A.C. II classes and 20 attended A.C. III classes.

Social and Behavioral Services Bureau:

Social Services, Recreation, Speech, Psychology, School, Deaf-Blind Program, Library, ESEA Title I (Behavior Modification Program), Research and Data Collection, Institutional Reform and De-institutionalization Grant.

PROGRAM GOALS

Because of the multiplicity of handicaps and causative factors, retarded persons require a broad spectrum of experience. Provision of an intensive program of this broad spectrum to all individuals is the prime objective of the Social-Behavioral Services Bureau. The retarded person should be treated for a problem associated with mental retardation, but not for mental retardation itself. Mental retardation as a clinical entity is, so far as is known, incurable. However, the problems that the retarded person suffers are subject to modification. The retarded person should be admitted to the institution only when the service is unavailable in the community and all alternatives have been investigated. The admission should only be for the period of time necessary to modify the treatable deficiencies and then the person should return to the community. All individuals previously admitted to the institution should be given intensive treatment and as normal a life as possible until community alternatives can be located. The overall goal of the Social/Behavioral Services Bureau is treatment and return to the community for all retarded individuals associated with the institution.

PROGRAM OBJECTIVES

The approach to all Social/Behavioral Services is behavioral. A behavioral approach is one which dictates that behavior can be defined, measured and analyzed. It further dictates that the modification of behavior is possible through the manipulation of the individual's environment. The major objective is, like the goal, to modify behavioral deficiencies to make the individual as normal in behavior as possible, and to return him to the community.

Social Services

Eighty-eight people were placed in community facilities. Of this number, thirty-one were returned to their natural homes, forty-two were placed in foster homes, thirteen were placed in nursing homes, and two were placed in other arrangements. Overall reduction in population was 11.2%.

Six Hundred fifteen people were evaluated at least once by an interdisciplinary team consisting of staff from all areas. All parents, relatives or interested persons were contacted by letter following this evaluation informing them of the individual's progress, programs and future plans. Attempts were made to keep these persons involved in future planning.

Social workers provided direct training or counseling services to 117 residents. Also an average of 10 families per month were provided with intensive counseling services.

Social workers have provided much knowledge and assistance to community workers and groups. This has been done upon the request of these persons in the community.

Recreation

The average number of persons receiving some form of recreation during a week was 448. Unfortunately for many this was no more than a half-hour per week. A total of 237 persons participated in the summer day camp program.

The kinds of activities included were summer day camp, swimming, compliance training, gross and fine motor skills classes, and entertainment such as movies and dances.

This program was changed in June due to the termination of the section supervisor. In addition the institution was fortunate in hiring ten well qualified persons for the summer. The summer program consisted of structured recreation activities in the cottages, the weekly swimming program, the day camp and many off grounds events such as rodeos and circuses.

An intensive training program was conducted in the non-ambulatory unit due to summer hirees. The ratio was one employee to sixteen residents. The programs ranged from sensory stimulation to feeding.

The recreation program was allotted over \$4,000 in vacancy savings monies to purchase equipment. This money was used to purchase items such as bicycles, tricycles, tumbling mats, educational items, arts and crafts materials, stimulation equipment and much needed toys.

Speech.

During this year the institution was able to hire a qualified person during the summer months who did speech evaluations. An assessment was made of the institution with future recommendations made.

Another person was hired for a period which lasted four months. During this period an average of 64 people were in speech programs. The emphasis at the institution is primarily on language stimulation rather than articulation. There is a need to teach and require people to speak.

School

The average number of students in school programs during this year was 135. Class size ranged from 1 to 7 with an average of 45 minutes per day per student. The training emphasis was primarily pre-academic.

The school program began a major reorganization of its system early in the year. The program was redesigned and ready for implementation at the end of June. The new program should provide more intensive training for the students involved. In addition target skills have been established. There will be continuous evaluation of programs, teachers and students.

Library

A State library branch facility, supervised by a State librarian, has been opened at BRS&H and now offers a full range of library services to the residents and employees. The library is located in the newly remodeled student center.

Not only are books available, but many records, film strips and toys. It has been a much utilized area particularly by residents and foster grandparents. During the summer months the library was open only two days a week due to the termination of the librarian.

Psychology

During the year 926 Adaptive Behavior Scales were administered. This test is administered by a variety of staff members such as social workers and teachers who utilize the attendant counselor's knowledge of the person. This reliance on behavioral assessment scales reflects the reduced emphasis on the administration of standard intelligence tests which have limited predictive value.

A monthly average of ten complete evaluations were performed for residents and for those community individuals seeking assistance. Recommendations were made following the evaluation. Within the institution complete evaluations are requested for special placement efforts and for people exhibiting severe maladaptive behaviors.

Deaf-Blind

The deaf-blind program was transferred totally to federal funding this year. The program remains housed here. Individualized programs for each child focuses on behavioral objectives in the areas of communication, daily living skills, motor development, perceptual abilities, cognitive skills and mobility.

Seventeen students are involved in structured school programs. Fifteen are involved in living training programs in addition. Also there are four infants and toddlers who receive training.

Research and Data Collection

The main on-going project is the Individualized Data Base. This project was begun last year. Since that time, regular reports are received regarding information about residents and their programs. Special information is requested as needed.

This section has assumed the additional duties created by Supplemental Security Income. Originally 130 applications were submitted. Of these 108 people are now receiving regular \$25.00 payments per month for personal use. Application will be made for all other people as they become eligible. This section maintains complete accountability for this program.

This section did a study of a variety of informative kinds of areas within the institution. Recommendations were made regarding an effective, efficient system. Thus resident accounts is being transferred to this section. In the future, Medical Records and Medicaid will be transferred.

In addition this section completes special projects whenever requested. Examples are the laundry study, the bussing study and the resident information needed for reorganization. (See Addendum A)

The Research and Data Collection Department was developed to meet growing needs for information and accountability.

Institutional Reform and De-institutionalization Grant

This grant will end in September 1974 and the results of the project will be reported. Extensive research is being done to address the problem of how to reform institutions and provide alternatives to institutionalization.

ESEA Title I

The principal goal of the Title I Project at Boulder River School and Hospital is to train school-age residents in self-help, educational and community skills using operant techniques. Different methods of distributing available services were tested in three project areas. The first of these, the Cottage Life Project, employed from four to five Behavior Modification Technicians to train separate caseloads of residents within the typical cottage setting. During the past year, this project has provided training, primarily in self-help skills, to more than 40 individuals, resulting in a total of eleven successful program terminations.

A much different approach was tried in the Skill Acquisition Cottage (SAC). In this project four Title I staff members established a total training environment in one cottage designed to provide for the maintenance, as well as the acquisition of adaptive behaviors. A total of 22 pre-puberty male and female residents received services. Forty-one program graduations were recorded for this project.

A third area conducted training during the day, with residents returning to their regular activities afterward. Initially, this program, known as the Boulder Environmental Enrichment Project (BEEP), worked with moderately retarded individuals who attended either a morning or an afternoon session in which basic community living skills were emphasized. The four to five Title I staff members in BEEP served a total of 20 clients during the year with over 100 program graduations occurring within this period.

An analysis of performance data from the three training projects indicated that substantial environmental control is essential for skill acquisition and maintenance. As a result of this finding, the Cottage Life Project has been terminated and the Skill Acquisition Cottage approach has been expanded. BEEP will operate similarly to SAC, based in one cottage with supervisory authority in that cottage, and will work with moderately retarded residents on independent living and social skills.

In addition to training, other functions within the Title I Project include program evaluation, information dissemination, and community services.

During the past year the Program Evaluation Section has implemented a centralized data analysis system which monitors the total training effort, and provides both trainers and supervisors with immediate feedback regarding program effectiveness. This system can easily be expanded to include other areas of training such as physical therapy, recreation and speech, and may eventually evaluate the entire habilitative process at Boulder River School and Hospital. The establishment of this system is considered a major accomplishment.

Activities of the Information Dissemination Section during the past year included publication of the Boulder Behaviorist, a bi-monthly training newsletter, and three editions of the Program Procedures Manual (PPM), a booklet explaining operant training techniques. Reader response to both publications has been remarkable. Over 450 copies of the manual have been distributed throughout the United States and Canada, and subscribers to the Behaviorist currently number more than 300, with addresses in every state and many foreign countries. The PPM has proven to be an invaluable tool in the training of basic self-help skills.

Throughout the past twelve months, the Community Coordinator has made more than 250 contacts by telephone, letter and interview. More than 30 home training programs were initiated, with ten successful terminations to date. Through such consultative services for parents combined with close cooperation with community agencies, unnecessary admissions are often avoided and the likelihood of successful placements is substantially improved.

Clinical Services Bureau

Hospital, Laboratory, Physical Therapy, Pharmacy, Medex Program, Dental Program, Admissions Office

PROGRAM GOALS

The mentally retarded person is like any other human being, he sometimes becomes ill. Frequently the mentally retarded person is encumbered with other physical handicaps that are in themselves as handicapping as the mental retardation. Institutions for the retarded must make a contribution to research leading to the elimination of retardation or to better techniques and methods of treating problems associated with retardation. Since mental retardation is partially a medical problem, some of the processes of diagnosis and evaluations logically fall into this domain.

Specific Goals: (1) Maintaining the general health of the residential population; (2) Performing surgical procedures that will alleviate physically handicapping conditions; (3) Prescribing medications, therapies and prosthetic appliances; (4) Conducting definitive laboratory tests; (5) Conducting reasearch of a biochemical and chromosomal nature which will lead to valid diagnoses.

PROGRAM OBJECTIVES

The major objective of the Clinical Bureau is to form a medical staff which will prevent the occurrence of illness and to cure illness when it occurs in order to permit the retarded person to participate as fully as possible in everyday activities.

PROGRAM EVALUATIONS

Clinical Services

Philip D. Pallister, M.D. is on the staff in a consulting capacity and a replacement is being sought for the position of Clinical Director. The first of October, Geraldine Miyazona, M.D. will join the staff as a pediatric-geneticist.

The biggest accomplishment of the past year, besides remodeling of the hospital, has been the completion of all necessary equipment in the laboratory including the gas chromatograph. Anticonvulsive drug levels are now being done for at least two drugs.

The most disturbing thing which has occurred in the last year has been the incidences of violent death. There has been a marked increase from any previous year(s). We still have the continuing incidence of hepatitis. See Addendums B,C, & D.

Medex

During fiscal 1973 the duties of the two Medex were: (1) daily clinic for residents with new, recurrent, or follow up primary health care needs; (2) semi annual physicals for residents; (3) annual physicals for foster grandparents; (4) admission histories and physicals on all hospital admissions; (5) daily hospital rounds; (6) emergency care for residents on a 24 hour basis; (7) insuring that all orders from the Clinical Director, staff physicians or consultants are carried out; (8) under the direction of the Clinical Director or consultants evaluation of laboratory and X-ray reports.

The Medex do approximately 20 physicals per week which includes exit and re-admission physicals, semi-annual physicals and annual grandparent physicals. They see about 125 patients a week in clinic and handle between 15 and 40 emergencies a week besides making daily visits to all hospital patients.

X-Ray

Until December 10, 1974 the old X-ray department was used which was very inadequate. The new X-Omat processor was installed in early November and the films were taken in the old department and developed in the new department. With the new machine we are able to do fluoroscopy and other examinations that were not possible with the old machine.

The new X-ray department consists of an examining room, office, darkroom, utility room, storage room and small bathroom.

We have one registered technician and one assistant. From July 1973 to December 1973 we had approximately 377 cases using 618 films and took approximately 198 employee chests using 205 films.

From January 1974 to July 1974 we had approximately 429 cases using 1045 films and took approximately 375 employee chests using 385 films. Included in these figures are these special examinations also: from July to December 1973 two cystograms, five IVP's, two skeletal surveys, and one sinogram. From January to July 1974 we did these special procedures: seven IVP's, four gall bladders, nine upper GI's, two barium enemas, thirteen skeletal surveys, 30 evaluations, 27 drug surveys, two post mortum surveys, 35 EEG's and 25 EKG's.

Medical Records

The Medical Records department continues to serve as the center for collection and dissemination of nearly all data on the residents. The working hours have been changed so that the section is open seven days a week. Resident unit research have been returned to the central office and pertinent medical and nursing service information copied for the cottages. Future plans are to microfilm records.

Physical Therapy

The staff of the physical therapy department increased from two physical therapists and four aides to three physical therapists and eight aides. The average number of patients treated per month since the increase in staff is 126. The average number of treatments is 1172.

New programs in the past year include (1) an on-the-ward positioning, ROM and sensory stimulation program in Wards 16 A, B, C; (2) a SMILE program (Sensorimotor Integrated Learning Experience) for Wards 16 A, B, and C, to improve interaction of the resident with his environment, and (3) an expanded cottage program that includes group exercises and music and rhythm activities.

Three goals set for the year and the results follow:

Goal: 1. To have all residents of Wards 16A, B, & C sitting in the optimal position possible.

Results: In July 1972, 36 residents or 27% were sitting. In February, 1974, 106 residents or 82% were sitting.

Goal: 2. To teach self-feeding to all residents in 16 A, B, & C that have some ability to do so.

Results: In July 1972, 20 residents or 15% fed themselves. In February 1974, 52 or 40% fed themselves or were on feeding programs.

Goal: 3. To aide the residents to attain a more advanced motor development level.

Results: From May 1973 to August 1974, 40 of the 58 residents on developmental exercise accomplished at least one goal level.

Dental

The Dental Department provided the following services:

Restorations	168
Root canal	1
Nuva-fil	42
Exams (Clinic and Cottages)	855
Extractions	104
X-rays	109
Panorex X-rays	17

The dental services now include those of a dental hygienist.

Hospital

Four Hundred and Eighty one patients were admitted to the hospital during the report period and 64 surgical procedures were performed. The Hospital remodeling has been completed and provides a community atmosphere for patients and staff. Of the 17 patients who died during this period, 14 were autopsied.

Pharmacy

Since the introduction of the Unit Dose System of medication distribution in July 1973, there have been no major changes made in the pharmacy. The system has worked out very well and has increased our efficiency and degree of control over the medications now being administered. Over 400,000 doses have been prepared and administered during this report period.

Admissions

During the fiscal year there were 70 admissions to the institution. Of these admissions, 53 were for one-day evaluations.

Laboratory

In the past few months the laboratory has undergone extensive reorganization and restaffing. We now have four registered technologists, plus the only chromosome technologist in Montana. Each department is in the process of setting up quality control programs and writing procedure manuals.

This past summer we had three summer medical students working in the laboratory as we set up and completed a study of the eight basic chemistries on every resident on the grounds. This entailed rebuilding and training on the autoanalyzer system, drawing blood and summary of the tests.

With the installation of some new equipment our chemistry department is setting up for all blood chemistries plus drug control on the gas chromatograph. We are doing amino acid chromatography and chemistries on newborns for St. Peter's Hospital in Helena for a controlled study of inborn errors of metabolism.

Our total number of routine clinical laboratory orders is increasing and indications are they will continue to do so as more medical staff will give more extensive care to the residents. Routine chemistries, monthly white blood counts and hemoglobins as well as gas chromatograph studies on all residents on medication is important to total care for our people.

Sixteen thousand lab tests have been completed this last year.

Residential Services Bureau

Attendant Counselor Program (Residential Living), Food Services, Barber-Beautician Services, Chaplaincy (Religious Services), Foster Grandparent Coordination.

PROGRAM GOAL

Residential Services (Nursing Services) is charged with the responsibility for all daily and routine resident affairs other than when a resident, on an individual basis, is involved in auxillary service activities.

Approximately 50% of the employees at BRS&H work in the Residential Services Bureau (Nursing Services).

The major goal of Residential Services is to implement and maintain the principle of normalization. The principle of normalization is that of allowing the mentally retarded obtain an existence as close to the normal as possible. Making available to them patterns and conditions of everyday life which are as close as possible to the norms and patterns of the mainstream of society. Because the employees of the Residential Service Bureau work in cottage areas where the residents spend the majority of their waking and sleeping hours, and because Residential Services employees are responsible for direct residential care, they are the employees who must implement the principle of normalization, if it is to work.

PROGRAM OBJECTIVES

Residential Services through its organization, services and facilities, must create an environment in which the resident is allowed to obtain maximal human dignity; an environment which is a reflection of life in the individual's home community. To this end, Residential Services is continuing the seven unit system of management in which two of the units are specialized and five are geographic, depending on which of the five regions of the state is the resident's home.

Specific Objectives:

- (1) To promote high quality resident care by providing effective guidance, training and supervision of staff.
- (2) To encourage and demonstrate the need of a team approach to meet the retarded individual's daily needs.
- (3) To stress the principle of normalization in all planning.

PROGRAM EVALUATION

This objective was not being met under the organizational structure (Nursing Services) as it had operated under the previous year. Nursing Services was divided into two (2) bureaus: (1) Nursing Services that was/is medically oriented and could provide direct service and supervision to the hospital, non-ambulatory unit and cottage LPN's; (2) Residential Services that was/is program oriented and could provide direct services and supervision to the cottages. To this end, then, Nursing Services also retained the Medicaid/Medicare program. Residential Services also picked up the Food Services program in an attempt to provide a service cadre of basic need programs.

Internally this goal was met through coordinated efforts with auxiliary services programs and through the reorganization of bureaus. Externally the team approach failed when the institution's involvement in community service programs and their development was curtailed. The geographically based unit system no longer carried the ability of coordinated efforts and thereby became a management system lacking goals and purpose. The system, then, is being reviewed and alternatives more appropriate to present management involvement and immediate, short term and long range goals to meet resident needs are being developed.

The principle of normalization is/has been utilized in all planning efforts. An archaic, two story cottage has been closed, mainly due to this principle. However, this past fiscal year has not been one of successes in achievement. Budgetary planning i.e., staffing facilities, equipment, etc., for the forthcoming fiscal year(s) shall reflect this principle more thoroughly than at any other time in the history of the institution.

The foster grandparent program continues to be an important part of our operation. A full-time supervisor for this program has been employed by the Rocky Mountain Development Council to be stationed at the institution.

Nursing Services Bureau:

PROGRAM GOAL

Nursing Services must provide the best possible quality and quantity of patient care.

PROGRAM OBJECTIVES

1. Prevent illness
2. Maintain life, whenever feasible
3. Upgrade the quality of patient care through development and training of staff.
4. Continue to strive for normalization in all daily actions.
5. Continue making every effort to reduce staff turnover.

PROGRAM EVALUATION

The Bureau participated in opening of the newly renovated hospital and provided nursing staff in the central supply system to include expansion of their services to be more useful to the cottages.

We increased the number of L.P.N's in the cottages to two (2) per unit. This enables expansion of the role of the L.P.N. I believe this has contributed to the decrease in the hospital daily patient load.

In cottages 6 and 13, clinic rooms were made available and supplied for the daily use of the Medex. This provides the patients with much improved medical attention. A person has been assigned to arrange the daily clinic schedules for the Medex and the patients, thus providing daily "sick call" and semi-annual physical exams being done routinely.

Our bureau participated in the Medicaid program, that is serving as an advisor, preparing and partaking in Utilization Review of Intermediate Care patients.

As of July 1, 1974:

- 162 patients were eligible for daily intermediate care payments
- 354 patients were Medicaid eligible
- 150 patients were denied eligibility
- 101 patients have private insurance
- 106 patients were Medicare eligible
- 35 patients were both Medicare/Medicaid eligible
- 30 patients were both Medicaid/Insurance eligible

A total of \$1,503,682.55 was the amount billed for reimbursement as of July 1, 1974 (this included a large amount of backbilling).

BOULDER RIVER SCHOOL AND HOSPITAL
ANNUAL POPULATION AND NUMBER OF DEATHS: 1943- 1973
JULY 26, 1974

ADDENDUM "C"

<u>YEAR</u>	<u>POPULATION ON DECEMBER 31</u>	<u>NUMBER OF DEATHS</u>
1943	472*	5
1944	456*	5
1945	465*	10
1946	499*	9
1947	514*	9
1948	Data Unavailable	10
1949	Data Unavailable	3
1950	556*	6
1951	546*	3
1952	551*	4
1953	Data Unavailable	8
1954	Data Unavailable	1
1955	579	4
1956	607	5
1957	700	5
1958	754	4
1959	820	3
1960	877	6
1961	872	7
1962	828	7
1963	863	8
1964	Data Unavailable	10
1965	935	13
1966	921	7
1967	891	7
1968	774	6
1969	868	24
1970	798	11
1971	721	15
1972	688	20
1973	589	16

June 30, 1974.....549

Data for the period 1943- 1970 are frequently difficult to interpret because the methods of record keeping are not explained. The December 31 population data appear to be correct.

* December 31 data for these years are not available. The population presented is for December 1.

BOULDER RIVER SCHOOL AND HOSPITAL
RESIDENT MOVEMENT SUMMARY AND STATISTICAL REPORT
FISCAL YEAR 1973 - 1974
AUGUST 2, 1974

ADDENDUM "A"

REALIZED CENSUS AT MIDNIGHT JUNE 30, 1973 618

REALIZED CENSUS AT MIDNIGHT JUNE 30, 1974 549

NET REDUCTION = 69

ADDITIONS

SEPARATIONS

First Admissions.	70	AWA.	3
Readmissions.	4	Work Placement.	4
Work Placement Returns.	16	Home Placements.	112
Nursing Home Placement Returns.	11	Nursing Home Placements.	8
Home Placement Returns.	53	Institution Placement.	11
Foster Home Placement Returns.	19	Foster Home Placement.	51
Institution Placement Returns.	9	Death.	21
AWA Returns.	3	Discharges.	44
Private Patient Admissions.	5	Private Patient Discharges.	5
Return for Discharge.	1	Day Care.	1
TOTAL ADDITIONS.	191	TOTAL SEPARATIONS.	260

Leave Returns.	678	Leaves.	666
Hospital Discharges.	439	Hospital Admissions.	480
TOTAL.	1,167	TOTAL.	1,146

RESIDENT DAYS OF CARE

AVERAGE DAILY CENSUS

Institution.	205,633	Realized.	589
Hospital.	3,940	Institution.	563
Buildings.	201,693	Hospital.	11
		Buildings.	553
		Leave.	25
		Placement.	606

PERCENTAGE OF OCCUPANCY

Institution.	100.6%*
Hospital.	44.9%*
Buildings.	100.9%*

DEATHS

* Based on 80 square feet for multiple bed rooms and 100 square feet for single bed rooms as indicated by Bed Capacity ---
Revised February 1, 1974.

In Buildings.	11
In Hospital.	6
TOTAL.	17
Autopsies.	15
Autopsy Rate.	88.2%

COMPARATIVE REPORT

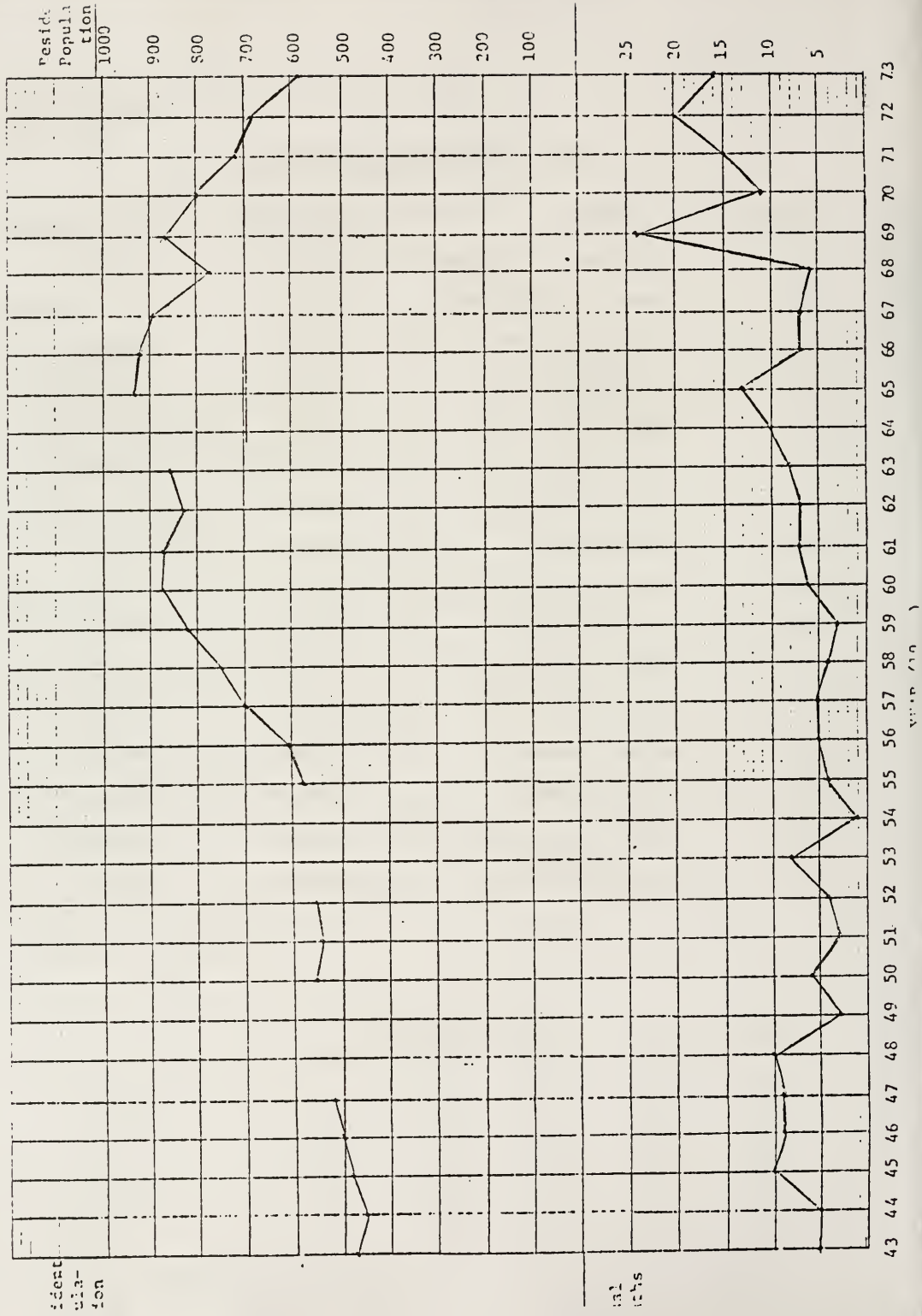
<u>ENDING CENSUS</u>	<u>6/30/70</u>	<u>6/30/71</u>	<u>6/30/72</u>	<u>6/30/73</u>	<u>6/30/74</u>
Building	685	657	582	562	512
Hospital	35	41	15	15	8
Institution	720	698	597	577	520
Leave	134	75	61	41	29
- Realized	854	773	658	618	549 -
Placement	199	325	493	574	657
Day Care	2	2	2	2	4
AWA	0	0	0	0	0
TOTAL KNOWN	1,053	1,100	1,153	1,194	1,209

ADDENDUM "B"

RESIDENT DEATHS AT THE INSTITUTION

<u>Case No.</u>	<u>Name</u>	<u>Birthdate</u>	<u>Date of Death</u>
997	Williamson, Peggy Sue	03/13/49	07/04/73
1087	Hansen, John Paul Lee	05/19/66	10/01/73
1174	Abel, Robert John	03/22/66	10/12/73
1612	Chapman, Julie	07/14/73	10/20/73
1596	Denny, Charles	05/05/73	10/23/73
1613	Wise, Thomas	08/26/53	11/05/73
1192	Kalberg, Gerald	03/19/49	11/07/73
1622	King, Megan	05/15/69	11/08/73
1627	Horst, Dean Alan	01/18/54	01/28/74
1015	Lame, David Bruce	07/12/55	02/15/74
1521	Demers, William	10/20/57	03/06/74
606	Mertz, Lewis	02/23/56	03/24/74
1136	Barhardt, Pamela	11/09/60	03/31/74
1068	Ost, Roger Dean	06/08/59	06/08/74
1126	Nelson, Karen Annette	10/02/59	06/09/74
603	Mergenthaler, Robert	10/14/57	06/17/74

BOULDER RIVER SCHOOL AND HOSPITAL- ANNUAL POPULATION AND DEATH REPORT: 1943-1973



ADDENDUM "B"

PATIENTS AND EMPLOYEES WITH HEPATITIS

1. Chapman, Thomas (P)	3/10/66	Building #7
2. O'Connor, Joseph (P)	4/3/66	Building #7
3. Gilbertson, Gary (P)	2/17/69	Building #2
4. Wolf, June (L)	1/11/70	Building #7
5. Veage, Orville (L)	1/27/70	Building #2
6. Hall, Virgil (P) Diet	5/21/70	Building #2
7. Repner, Charles (P)	5/31/70	Building #2
8. Gress, Dixon (P)	1/31/71	Building #1
9. May, Ted (L)	1971	Room 13
10. Barrett, Pat (L)	5/16/72	Room 13
11. Wyrnich, Shirley (L)	1972 ?	Room 13
12. Hall, Joe (L)	?	Building #2
13. Strohbaugh, Grace (L)	3/17/73	Unit VI
14. Witt, James (L)	7/12/73	Kitchen
15. Helgeson, Donald (P)	5/22/74	Building #1

Employees (L)

Patients (L)

ANNUAL REPORT
OF THE
MONTANA CHILDREN'S CENTER

TO THE
GOVERNOR OF MONTANA
HONORABLE THOMAS L. JUDGE

FOR THE
FISCAL YEAR ENDED
JUNE 30, 1974

GOVERNOR

THOMAS L. JUDGE



DEPARTMENT OF INSTITUTIONS

EDWIN G. KELLNER, DIRECTOR

BOARD MEMBERS

RICHARD V. BOTTOMLY, GREAT FALLS
JOHN M. CROSS, GLENDIVE
FLOYD C. HAMILTON, LIVINGSTON
WILLIS M. McKEON, MALTA
JOHN STRIZICH, M.D., HELENA

MONTANA CHILDREN'S CENTER
TWIN BRIDGES, MONTANA

JOSEPH M. BALKOVATZ
SUPERINTENDENT

October 3, 1974

The Honorable Thomas L. Judge
Governor of the State of Montana
Capitol Building
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirement of Section 84-4002, R.C.M. 1947, there is, herewith transmitted to you the report of the Montana Children's Center covering the fiscal year ended June 30, 1974.

Major accomplishments during the year include:

We opened the new canteen on March 17, 1974. The cost of construction and all equipment came to \$67,385.76. Sources of funding was entirely through donations.

Total reassessment of both cottage life and social services in order to produce a more cohesive and effective program.

Set up a self-contained room for the lowest achievers in the system with emphasis on English and Reading.

More comprehensive material gathering for in put into the individual case histories both of a positive and/or negative nature.

Through testing, a lack of achievement in the math area was discovered. In order to remedy the situation, the individualized instruction booklets of the Sullivan Math Series was ordered and introduced into the math curriculum for the 1974-75 school year.

Respectfully submitted,

A handwritten signature in dark ink that reads "Joseph M. Balkovatz".

JOSEPH M. BALKOVATZ
Superintendent

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PRINCIPAL OFFICES AND OFFICERS

DEPARTMENT OF INSTITUTIONS
1236 E. 6th Ave.
Helena, Montana

Edwin G. Kellner
Lawrence E. D'Arcy

Director
Deputy Director

MONTANA CHILDREN'S CENTER
Twin Bridges, Montana

PRINCIPAL OFFICERS

Joseph M. Balkovatz, Superintendent
William R. McCrea, Business Manager
Harry L. Helton, Jr., Director of Cottage Life
George Arthur, Supervisor of Social Services
Robert D. Cope, Director of Education

BOARD OF INSTITUTIONS

OFFICER

TERM OF OFFICE	HOME ADDRESS
Willis M. McKeon, Chairman 1-9-73 1-3-77	425 S. 1st Ave. West, Malta
Richard V. Bottomly, Member 7-2-69 7-1-74	1101 11th N. S., Great Falls
John M. Cross, Member 7-1-70 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member 7-8-71 7-1-76	East of Livingston
John W. Strizich, M.D., Member 7-31-73 1-3-77	1500 Cannon, Helena

LEGAL REFERENCES

GENERALLY

The statutes relating to the operations of the Montana Children's Center are, for the most part, contained in Sections 80-2101 thru 2107 of the R.C.M., 1947.

General operating policies as established by the Director of Institutions are contained in Central Office Directives as issued by the Director.

Senate Bill #51 past by the 43rd Session covering this agency's appropriation states that:

"No part of this appropriation may be spent for custodial services rendered by the Montana Children's Center for children other than dependent and neglected children within the division of section 10-501. This instruction does not apply to children committed to the Institution prior to July 1, 1973."

MAJOR RESPONSIBILITIES

Make every effort to fulfill the needs of dependent and neglected children who require separation from their families or foster families or for whom foster care cannot be obtained with the ultimate goal of preparing well adjusted children for outside placement.

MAJOR ACCOMPLISHMENTS

1. Administration

We opened the new canteen on March 17, 1974. The cost of construction and all equipment came to \$67,385.76. Sources of funding was entirely through donations.

2. Counseling & Guidance

Provided in service training through the use of Transactional Analysis class and First Aide Training for cottage parents and other personnel in both the direct contact and supportive personnel.

3. Counseling & Guidance

More comprehensive material gathering for in put into the individual case histories both of a positive and/or negative nature.

4. Counseling & Guidance

Increased usage of Mental Hygiene Clinic in Butte.

5. Counseling & Guidance

Total reassessment of both cottage life and social services in order to produce a more cohesive and effective program.

6. Education

Set up a self-contained room for the lowest achievers in the system with emphasis on English and Reading.

7. Education

Through testing, a lack of achievement in the math area was discovered. In order to remedy the situation, the individualized instruction booklets of the Sullivan Math Series was ordered and introduced into the math curriculum for the 1974-75 school year.

MAJOR ACCOMPLISHMENTS

8. Education

Through the lack of understanding and equipment in the science program, the students were unable to grasp any of the then existing teaching techniques. Therefore, with the use of new equipment, text books and revision of instruction, a more beneficial program was introduced.

9. General Services & Physical Plant Program

In the face of rapidly rising food costs, the food cost per meal decreased from .197 to .174 in 1973-74.

PROGRAM COST SUMMARY

	<u>1972-73</u>	<u>1973-74</u>
01 Administration	\$ 48,548	\$ 54,967
02 Counselling and Guidance	320,586	333,844
03 General Services	296,325	338,429
04 Education	96,014	86,566
05 Recreation Center Canteen		<u>3,818</u>
Total All Programs	\$761,473	\$817,624
Personal Services	604,740	624,198
Operating Expenses	155,102	175,345
Equipment	1,631	11,861
Transfers		<u>6,220</u>
	\$761,473	\$817,624
Funding:		
General Fund	738,427	250,183
Federal and Private Revenue	23,046	563,622
Revolving Fund		<u>3,818</u>
	\$761,473	\$817,624

PROGRAM ANALYSIS

ADMINISTRATION PROGRAM

GOAL

Maintain adequate, up-to-date files and other pertinent records.

OBJECTIVES

Insure efficiency in administration through sound methods of fiscal and management control.

EVALUATION

Constructed, equipped, and opened a new Recreation Center Canteen with donated funds. (Refer to program 05 of this report for particulars).

Reduced expenditures by closing two cottages during the summer months and Christmas vacation.

Reduced lost time accident rate.

PROGRAM ANALYSIS

COUNSELING & GUIDANCE PROGRAM

GOALS

Provide an atmosphere of good mental health and emotional security in all institution areas that will provide children with a more stable environment than the previous environment in which they were living; treat and rehabilitate each individual child and return the child to a community as rapidly as possible at the least possible expense to the Montana taxpayer, and provide quality medical care of a preventive and/or remedial nature.

OBJECTIVES

Maintain a child population per cottage to promote individualization and rehabilitation, rather than custodial institutionalization.

Achieve and maintain healthy physical outlets for each student, thus eliminating physical types of problems as a source of concern to students and their families.

Utilize recreational facilities and staff so that children can grow physically as well as mentally.

Develop good mental attitudes toward members of the opposite sex through constructive activities.

Place each child back in the community by the use of the child's home, foster homes, group homes, or other appropriate resources at the community or State level.

EVALUATION

Provided in service training through the use of Transactional Analysis class and First Aide Training for cottage parents and other personnel in both the direct contact and supportive personnel.

More comprehensive material gathering for in put into the individual case histories both of a positive and/or negative nature.

Increased usage of Mental Hygiene Clinic in Butte.

PROGRAM ANALYSIS

COUNSELING & GUIDANCE

Total reassessment of both cottage life and social services in order to produce a more cohesive and effective program.

Through greater use of antibiotics, we have reduced the bed patient day thus increasing the average daily attendance in both our elementary and high school.

Increased the supervision standards of the resident students on a 24 hour basis.

PROGRAM ANALYSIS

GENERAL SERVICES & PHYSICAL PLANT PROGRAM

GOAL

Maintain the physical plant and provide general service to the Center, and provide the best facilities possible to meet the needs of the children living together in groups.

OBJECTIVES

Meet or surpass all health or safety regulations set forth by the State Board of Health, State Fire Marshal, or Workmen's Compensation Division.

Provide well-balanced, nutritional meals at a minimum cost.

EVALUATION

In the face of rapidly rising food costs, the food cost per meal decreased from .197 to .174 in 1973-74.

By having new drapes constructed at Warm Springs rather than by commercial means, a cost savings of nearly \$1,200 was realized over our appropriated allocation.

PROGRAM ANALYSIS

EDUCATION PROGRAM

GOAL

Provide a program that is conducive to educational growth; meet the educational, physical, and social needs of every student; and mold capable citizens and equip them with knowledge and understanding that will aid them in returning to society and adjusting to normal life.

OBJECTIVES

Utilize an ungraded system in the Montana Children's Center Grade School.

Provide Remedial Math, Reading, and Guidance Counseling Programs to students shown to be deficient in these academic areas and have social and behavioral problems.

Provide a good liaison relationship with the Twin Bridges High School faculty and the Montana Children's Center staff.

Prepare students to be acceptable both socially and educationally in their community school systems.

EVALUATION

Set up a self-contained room for the lowest achievers in the system with emphasis on English and Reading.

Through testing, a lack of achievement in the math area was discovered. In order to remedy the situation, the individualized instruction booklets of the Sullivan Math Series was ordered and introduced into the math curriculum for the 1974-75 school year.

Through the lack of understanding and equipment in the science program, the students were unable to grasp any of the then existing teaching techniques. Therefore, with the use of new equipment, text books and revision of instruction, a more beneficial program was introduced.

PROGRAM ANALYSIS

RECREATION CENTER CANTEEN PROGRAM

GOAL

To provide recreational, social, and educational values to our resident students in a non-institutional setting.

OBJECTIVES

To provide the opportunity to our resident students to acquire the knowledge of how to prudently expend their personal financial resources, and to carry this learning process into community living upon placement and eventual release.

EVALUATION

We opened the new canteen on March 17, 1974. The cost of construction and all equipment came to \$67,385.76. Sources of funding was entirely through donations.

We have not had time to give the program a sufficient total review. However, during the short period of time that it has been open from March 17, 1974, through June 30, 1974, we feel that we are reaching our goals and objectives as set forth on our budget amendment document and we consider it as a very important additive to our total overall program.

APPENDIX I

PERFORMANCE INDICATORS

<u>FACTOR</u>	<u>.....Fiscal Year.....</u>		<u>Trend</u>
	<u>1972-1973</u>	<u>1973-1974</u>	
Population-yearly average	106	96.8	Down
Maximum Realized Census	144	109	Down
Minimum Realized Census	60	43	Down
Number of Placements	154	133	Down
Number of Discharges	27	47	Up
Number of New Admissions	57	50	Down
Deaths	1	1	Same
Median Length of Stay	7.5 mo.	8.0 mo.	Up
Number of Violators Returned	32	33	Up
Number of Replacements	58	67	Up
Recidivist Rate Parole Violators	9.1	9.3	Up
Recidivist Rate Replacements	16.5	18.9	Up

ANNUAL REPORT
OF
EASTMONT TRAINING CENTER

TO THE
GOVERNOR OF MONTANA
HONORABLE THOMAS L. JUDGE

for the
Fiscal Year Ended
June 30, 1974

EASTMONT TRAINING CENTER
Box 1383
Glendive, Montana 59330

September 27, 1974

The Honorable Thomas L. Judge
Governor of the State of Montana
State Capitol Building
Helena, Montana

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R.C.M. 1947, there is herewith transmitted to you the report of Eastmont Training Center, covering the fiscal year ending June 30, 1974.

Briefly, our major accomplishments have been in the area of services to the resident population of Eastmont Training Center. Particular attention should be directed to the graduation of students to more advanced areas of training. Also, the changes indicating the development of program expansion, including resident evaluation, parent counseling, personal health and safety, out-patient evaluations and extra-curricular activities for the residents gain as much merit.

The operation expenditures deserve special notice as the center reverted 23.44% of its general fund allocation, reduced its overall energy use by 13.4% and assumed the expenditure needed for vehicles returned from the state motor pool, without the need for additional funds.

We are proud that we have completed another successful year of operation and of the major accomplishments and continued achievements reflected in our report. We contend that our program is justifiably providing a necessary service to the mentally retarded children in the State of Montana.

Sincerely,

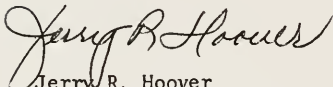

Jerry R. Hoover
Superintendent

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AGENCY ORGANIZATION

DEPARTMENT OF INSTITUTIONS 1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

EASTMONT TRAINING CENTER Little Street, Glendive

Jerry R. Hoover	Superintendent
Marilyn Gerdon	Supervisor, Education & Rehabilitation Dept.
Sylvia Hammer	Supervisor, Care & Custody Dept.
John H. Harbig	Supervisor, Maintenance Department

BOARD OF INSTITUTIONS

OFFICER	TERM OF OFFICE	HOME ADDRESS
Willis M. McKeon, Chairman	1-9-73 - 1-3-77	425 S. 1st Ave. W., Malta
John M. Cross, Member	7-1-70 - 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member	7-8-71 - 7-1-76	East of Livingston
John W. Strizich, M.D., Member	7-31-73 - 1-3-77	1500 Cannon, Helena
Richard V. Bottomly, Member	7-2-69 - 7-1-74	1101 11th N.S., Great Falls

LEGAL REFERENCES

GENERALLY

The statutes relating to the establishment and operation of Eastmont Training Center are contained in Sections 80-2310 to 80-2312 of the R.C.M. 1947 as amended. The Center was established by the Extraordinary Session House Bill Number 13 by the 40th Legislative Session and Senate Bill Number 9 by the 41st Legislative Session.

MAJOR RESPONSIBILITIES

Eastmont Training Center exists to provide services and training for moderately and mildly retarded children between the ages of 6 and 17 years for the State of Montana. The program is designed to provide training in academics, perceptual development, home living, recreation-physical education, speech therapy, pre-vocational , and social awareness to the participants in a 5-day program and to continue family and community ties. The end result of this training is that hopefully the students will return home in their communities as productive members of society, rather than be institutionalized for the remainder of their lives. The Center must coordinate with all community groups and agencies, while embarking on a public education program, and will encourage development of programs for the mentally retarded in other communities.

MAJOR ACCOMPLISHMENTS

1. RESIDENT POPULATION PLACED

Of the 32 resident beds available, 12 students have been placed in other programs, which provided a 37% turnover in resident population.

2. STUDENT EVALUATIONS

Twenty new students were evaluated during the academic year for future placement in the center program or given recommendations for programming and placement in their home communities. This is the maximum the center can evaluate during an academic year.

3. RESPIRE CARE OFFERED

A 17-day respite care program was operated with 14 students in attendance to provide parents temporary relief in the care of a retarded individual. No admission requirements were enforced.

4. ASSISTED THE LOCAL ASSOCIATION FOR RETARDED CHILDREN WITH SPECIAL OLYMPICS

The center staff and equipment were used to assist the local association for retarded children in taking 48 children to Butte for the Montana State Special Olympics.

5. REPORT CARD REDESIGNED

Our report card has changed in that we now have a 13 page evaluation report on each child sent to their parents twice a year. This allows strengths and weaknesses to be more specifically designated, therefore saving much time and work by clearly establishing where a resident is currently functioning.

6. FIRE AND NATURAL DISASTER PLAN

A plan for evacuation during a fire or natural disaster has been constructed and implemented.

7. INITIATION OF TRAVELING TEAM CONCEPT ACHIEVEMENT

A traveling team concept has been initiated to further training of parents and advisory agencies on Eastmont concept and to further staff understanding of the child's home and community involvement.

8. ACQUIRED 42 PASSENGER BUS

Acquired a 42 passenger bus for use in transporting our students in public and school activities, field trips and training sites.

MAJOR ACCOMPLISHMENTS

9. REVERTED \$20,542 TO THE GENERAL FUND

The center reverted approximately 23.44% of its general fund allocated budget while expanding its program operation.

10. ENERGY CONSERVATION PROGRAM

Eastmont has been successful in implementing a program for conservation of energy that reduced all levels of energy use.

11. INDIVIDUAL DATA BASE RESEARCH PROJECT

In September, 1974, Eastmont entered all day care and resident students into the Individual Data Base Research project in cooperation with Boulder River School and Hospital.

12. GENERAL SERVICES TOOK OVER MOTOR VEHICLES RESPONSIBILITIES

We have expanded the maintenance program to cover three vehicles transferred from the State Motor Pool without request for additional funds.

PROGRAM COST SUMMARY

	<u>FY-1973-74</u>	<u>FY-1972-73</u>	<u>Increase (Decrease)</u>
Administration	\$ 29,883	\$ 28,034	\$ 1,849
Care & Custody	78,762	73,483	5,279
General Services	36,656	31,493	5,163
Education & Rehabilitation	<u>74,767</u>	<u>70,137</u>	<u>4,630</u>
TOTAL PROGRAMS	<u>\$220,068</u>	<u>\$203,147</u>	<u>\$ 16,921</u>
Personal Services	\$184,758	\$169,738	\$ 15,020
Operating Expenses	31,340	30,478	862
Equipment	<u>3,970</u>	<u>2,931</u>	<u>1,039</u>
TOTAL BY CATEGORY	<u>\$220,068</u>	<u>\$203,147</u>	<u>\$ 16,921</u>
General Fund	\$ 87,622	\$204,205	(\$116,583)
Federal & Private Revenue Fund	12,240	14,523	(2,283)
Federal Revenue Sharing Fund	<u>143,225</u>	<u>-0-</u>	<u>143,225</u>
TOTAL FUNDING	<u>\$243,087</u>	<u>\$218,728</u>	<u>\$ 24,359</u>

PROGRAM ANALYSIS

ADMINISTRATION PROGRAM

GOALS

Provide effective fiscal management, coordination of programs, day-to-day administration and cooperation with other agencies and the general public for effective operation of the center.

OBJECTIVES

Increase the administration staff's knowledge of fiscal management and administration of the Center's overall program through experience, workshops, and cooperation with other agencies. Keep the public informed through speeches, news media, workshops and tours.

EVALUATION

The Center has been very active in supporting the Sheltered Workshop Development Disabilities Council in Region V, and the Mental Health Advisory Board for Region V.

The Center has established a good working relationship with the communities and is providing public education through speeches, tours, workshops and the news media.

Establishment of Resource classes in the communities have been promoted by the staff at the Center and children are placed in classes as they begin operation.

The Center served as a consultant to the Eastmont Parents Association in the decision to purchase and use two 12 passenger vans, in place of the 42 passenger bus, thereby decreasing the time on the bus for some students returning home for the weekends by 50%.

A position detail survey of personnel was accomplished to comply with the Personnel Bureau's responsibility to equate salaries throughout State government.

Agreement between Eastmont and the architects for the Multi-Purpose building has been reached and the final plans completed.

The average daily resident statutory per capita cost per student, has decreased one dollar from the 1972-73 fiscal year.

CARE AND CUSTODY PROGRAM

GOALS

Provide the best possible personal care for children in cottage life and training to develop acceptable social and living skills in an effort to make the children more independent so that they may live in the community.

OBJECTIVES

Increase staff knowledge in the field of mental retardation, provide the highest possible level of personal care, effectively utilize behavior modification techniques, provide training in acceptable social and daily living habits by requiring their usage at the Center, and stress safety and independent living skills.

EVALUATION

More in-service training workshops were held and inter-departmental communications were highly stressed.

Relief LPN and attendant counselors were hired to provide and maintain present staff and existing programs.

Cook and food service worker attended the nutritional workshop in Billings regarding USDA School Lunch Program, which informed them with all new changes and services.

Throat cultures were done twice on all staff and children as a preventive measure. Detected 10 positive the first time and 5 positive the second time. All positive cultures were treated for ten days with antibiotics and rechecked.

T.B. tests were administered to students and staff who were not currently tested.

D.T. boosters were given and stressed to parents as needed prior to the Special Olympics trip to Butte.

The registered nurse met with parents during parent visitations to insure better health habits, i.e., nutritional, toilet training.

Respite care program was continued - 14 students were served - - offering temporary parent relief. Most individuals served were not partaking in our regular summer or winter programs.

Counselors attended three day behavior modification in-service training at Boulder River School and Hospital and increased their skills in behavior modification techniques.

CARE AND CUSTODY PROGRAM

EVALUATION CONT'D

Extra curricular activities benefiting students in the normalization program have included religious instruction as requested by parents, socialization skills have been a learning process through FHA, public school activities and actual experiences in restaurant etiquette.

The Foster Grandparent program continues to provide highly individualized training for the residents and increase their independent skills.

Medical records continue to be maintained and updated on each student.

PROGRAM ANALYSIS

GENERAL SERVICES AND PHYSICAL PLANT

GOALS

Provide an efficient and adequate diet in food service, maintain a workable system of controlled ordering and receiving supplies and materials, maintain and provide safe adequate storage area, maintain buildings, grounds and equipment in a superior manner and provide as safe and efficient operation as possible.

OBJECTIVES

Maintain and improve grounds, maintain buildings and equipment in superior and acceptable manner. Serve well balanced meals at lowest possible cost. Maintain record of all equipment and supplies to assure that inventory controls and economical operation are being accomplished as a means of combating the rising costs of operation.

EVALUATION

The Energy Conservation Program has reduced travel by 17%; electricity consumption 11.2% and natural gas 13%.

Meal costs have only increased 2¢ per meal, despite the rising food costs.

Maintenance costs have been held to a minimum by using preventive techniques such as established periodic assessments of equipment and buildings.

Vehicles transferred from Motor Pool have been serviced and maintained without additional funds.

A fire safety program has been established including practical exercises in evacuating residents, use of fire extinguishers and construction of a fire procedural manual.

A nuclear and natural disaster plan has been completed including a procedural manual for each staff member.

A man was trained under the Emergency Employment program, who is now gainfully employed in a local plant.

EDUCATION AND REHABILITATION PROGRAM

GOALS

Increase each child's ability and knowledge to enable them to enteract as productive members of society.

OBJECTIVES

Provide students intensive training in academics, language development, gross motor development, fine motor development, home living skills and social awareness skills and pre-vocational training.

Insure parental involvement through observation days, quarterly report cards, home visitations and parent group meetings.

Continued evaluation of student progress by yearly psychological evaluations and programing changes to meet the needs of each student.

Maintenance of current medical records, staff library and children's library.

Providing public education through speaking engagements, Center newsletter and utilization of public volunteers program.

Continued involvement of the staff in training sessions to further their knowledge of the developmentally disabled.

Providing substitute teachers aids to allow education staff to attend training sessions and conferences.

EVALUATION

The parents and foster parents were scheduled for one or more days of observation of their child in the Center program.

The pre-vocational training program continues to be upgraded for the benefit of those students who will soon be leaving the Center program.

The students go bowling one afternoon each week and participate in a story hour at the public library each week during the academic year.

Through weekly sessions with the speech therapist the students have maintained and increased speech and language ability.

Staff continues to attend local and state conferences concerning the developmentally disabled to increase their knowledge and skills.

The report card has become more extensive to better inform the parents of their child's learning and participation in all areas.

EDUCATION AND REHABILITATION PROGRAM

EVALUATION CONT'D.

Training priorities have changed for each student in the area of basic academics, language development, gross-motor development and fine motor development, and pre-vocational training to promote maximum learning.

Six of our trainable students were given the opportunity of trial placements at an educable level classroom to determine if they are able to function in an advanced level environment.

More follow-up program training with parents was conducted as they are knowledgeable of the training their child is receiving and can maintain training in the home environment.

The staff continues to provide public education through speaking engagements, the Center newsletter and public volunteer programs.

Teachers and teacher aides attended a three day Behavior Modification in-service training at Boulder River School and Hospital which increased their skills in behavior modification techniques.

ANNUAL REPORT
OF
GALEN STATE HOSPITAL

TO THE
GOVERNOR OF MONTANA

HONORABLE THOMAS L. JUDGE

FOR THE
FISCAL YEAR ENDED

JUNE 30, 1974

The Honorable Thomas L. Judge
Governor of the State of Montana
State Capitol Building
Helena, Montana

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R.C.M. 1947, there is herewith transmitted to you the report of Galen State Hospital covering the fiscal year ended June 30, 1974:

Major accomplishments during the year include:

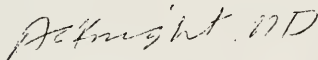
Brought medical staff up to full-strength;

Set up Activities Department;

Strengthened Nursing Department In-service Training Program and revised job descriptions;

Started the development of an Intensive Care Unit.

Respectfully submitted,



A. C. Knight, M.D.
Superintendent

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PRINCIPAL OFFICES AND OFFICERS

DEPARTMENT OF INSTITUTIONS
1236 E. 6th Ave., Helena

Edwin G. Kellner

Director

GALEN STATE HOSPITAL
RFD #1 - Galen
Deer Lodge, Montana

Arthur C. Knight, M.D.
Everett E. Logan

Superintendent
Administrator

BOARD OF INSTITUTIONS

OFFICER

TERM OF OFFICE

HOME ADDRESS

Willis M. McKeon, Chairman
1-9-73 - 1-3-77

425 S. 1st Ave. W., Malta

Richard V. Bottomly, Member
7-2-69 - 7-1-74

1101 11th N.W., Great Falls

John M. Cross, Member
7-1-70 - 7-1-75

1510 E. Ames Wye, Glendive

Floyd C. Hamilton, Member
7-8-71 - 7-1-76

East of Livingston

John W. Strizich, M.D., Member
7-31-73 - 1-3-77

1500 Cannon, Helena

LEGAL REFERENCES

GENERALLY

The statutes covering the functions of the hospital are, for the most part, contained in Sections 80-1700 and 69-4300 of the Revised Codes of Montana.

Operating policies necessary to administer statutory requirements are contained in the Department of Institutions Directives and the Policy Manual.

SPECIAL

MENTALLY RETARDED PROGRAM

The first patients under this program were transferred to Galen in July, 1962 and the program received legislative approval from the 1963 legislature.

CARE OF AGED PROGRAM

This program received legislative approval in 1967, with the transfer of patients from Warm Springs State Hospital, beginning in October, 1967.

ALCOHOLISM SERVICES CENTER PROGRAM

This program received legislative approval in 1969. The patient transfer took place in July, 1969. The therapeutic part of the program only was transferred from Warm Springs State Hospital, but remained under the supervision of that hospital.

MAJOR RESPONSIBILITIES

Provide effective care, treatment and rehabilitation to patients with chest diseases, particularly tuberculosis and silicosis, the mentally retarded and the aged.

MAJOR ACCOMPLISHMENTS

1. Obtained Additional Physician Services

The services of fully-trained physicians were obtained which brought the medical staff up to full-strength.

2. Set Up Activities Department

The Activities Department was activated around the middle of the fiscal year, headed by a trained coordinator. The services provided by this department are required for Medicaid participation.

3. Strengthened Nursing Department In-service Training Program

Information has been obtained for nursing personnel from outside workshops, philosophies and objectives have been established and job descriptions have been revised.

4. Started the Development of Intensive Care Unit

During the year a defibrillator and cardiac monitor have been purchased. Plans have been developed for the purchase of another monitor and a warning system.

PROGRAM INVENTORY AND COST ANALYSIS SUMMARY

	1973-74	1972-73	Increases (Decreases)
PROGRAM			
Administration	\$ 143,600	\$ 132,884	\$ 10,716
Care & Treatment	1,037,660	924,306	113,354
General Services & Physical Plant	1,048,472	1,019,149	29,323
TOTAL PROGRAMS	\$ <u>2,229,732</u>	\$ <u>2,076,339</u>	\$ <u>153,393</u>
Personal Services	\$ 1,884,710	\$ 1,726,522	\$ 158,188
Operating Expenses	320,680	336,494	(15,814)
Equipment	24,342	13,323	11,019
TOTAL BY CATEGORY	\$ <u>2,229,732</u>	\$ <u>2,076,339</u>	\$ <u>153,393</u>
General Fund	\$ 770,756	\$2,074,507	\$(1,303,751)
Agency Fund		1,832	(1,832)
Federal Revenue Sharing Fund	1,458,976		1,458,976
TOTAL FUNDING	\$ <u>2,229,732</u>	\$ <u>2,076,339</u>	\$ <u>153,393</u>

PROGRAM ANALYSIS

ADMINISTRATION PROGRAM

GOALS

Effectively utilize all personnel and financial resources in an effort to return patients to society in a timely manner.

OBJECTIVES

1. Provide effective administration of day to day operations.
2. Coordinate the activities of all programs.
3. Provide proper fiscal control and personnel management.

EVALUATIONS

1. Maintained excellent medical program.
2. Effectively managed operations which made it possible to revert in excess of \$50,000.00 to General Fund.

CARE AND TREATMENT PROGRAM

GOALS

Provide the necessary care and medical treatment to restore patients' health.

OBJECTIVES

1. Effectively administer all medical treatment.
2. Provide comfortable, pleasant patient care and continually emphasize patient rehabilitation.

EVALUATION

1. All patients were treated with up-to-date medications and returned to society in the shortest possible time.
2. Every effort was made to maintain the most pleasant surroundings which is an important aspect of patient recovery.

GENERAL SERVICES AND PHYSICAL PLANT PROGRAM

GOALS

Provide effective management of food service, laundry facilities, heat and power facilities, and property.

OBJECTIVES

1. To provide balanced diets for all patients.
2. To provide clean, sterilized linens and garments for all patients.
3. To utilize existing facilities by providing a continuing maintenance program and proper inventory control.

EVALUATION

1. The diet program was carefully checked throughout the year.
2. The laundry, maintenance and inventory departments were improved all possible through constant supervision.

ANNUAL REPORT
OF THE
MOUNTAIN VIEW SCHOOL

TO THE
GOVERNOR OF MONTANA
HONORABLE THOMAS L. JUDGE

FOR THE
FISCAL YEAR ENDED
JUNE 30, 1974



STATE OF MONTANA
MOUNTAIN VIEW SCHOOL

ROUTE 1, BOX 60
HELENA, MONTANA 59601

EDWIN G. KELLNER -- DIRECTOR OF INSTITUTIONS

DONALD P. ROSEL -- SUPERINTENDENT

September 27, 1974

The Honorable Thomas L. Judge
Governor
State of Montana
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R.C.M. 1947, there is herewith transmitted to you the report of the Mountain View School covering the fiscal year ended June 30, 1974.

The Mountain View School received a record number of commitments during the 1973-74 fiscal year. The increased number of girls being committed for the forty-five day evaluation is affecting the basic Mountain View School program which is designed to care and treat the long term committed girl. If the present commitment trend continues, the Mountain View School will eventually follow the evolution of most institutions. It will gradually develop into a large institution with more staff, more buildings and little or no actual rehabilitation. At the present time the only recourse we have to counter-act the increased number of commitments is to reduce the length of stay for the long term committed girl. We are already below the national average. My greatest concern is that we released some girls too early last year and more will be returned for violations during the 1974-75 fiscal year. A higher recidivist rate and a continued increase in the number of forty-five day evaluations could cause enormous problems at the Mountain View School during the 1974-75 fiscal year.

Major accomplishments during the year include:

1. The average length of stay was reduced to a record low of seven months as compared to nine months the previous year.
2. By reducing the average length of stay, the average daily population was held at only sixth-eight despite the increase in commitments.
3. Despite the increased number of commitments, the recidivist rate increased only slightly and is still well below most juvenile correctional institutions. The recidivist rate for the 1973-74 fiscal year was 8.4 percent as compared to 6.4 percent during the 1972-73 fiscal year.

4. Due to inflation and improved services, the cost of operating the Mountain View School did increase. Due to the increased number of commitments and the higher daily population, however, the annual and daily per capita costs remained the same as the 1972-73 fiscal year.
5. With the appropriation of \$155,000 by the Montana Legislature for remodeling Mountain View School buildings, we made a major advancement toward the goal of providing smaller living units for the girls and separation based on degree of disturbance and/or age.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Donald P. Robel". The signature is fluid and cursive, with the first name "Donald" and last name "Robel" clearly distinguishable.

Donald P. Robel
Superintendent

DPR:rw

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PRINCIPAL OFFICES AND OFFICERS

DEPARTMENT OF INSTITUTIONS

1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

MOUNTAIN VIEW SCHOOL
2260 Sierra Road East
Helena, Montana

PRINCIPAL OFFICERS

Donald P. Robel	Superintendent
Allan V. Davis	Assistant Superintendent
Fred M. Swain	Business Manager
Raymond D. Ridle	Director of Education and Training

BOARD OF INSTITUTIONS

OFFICER	HOME ADDRESS
TERM OF OFFICE	
Willis M. McKeon, Chairman	425 S. 1st Ave.W., Malta
1-9-73 - 1-3-77	
Richard V. Bottomly, Member	1101 11th N. St., Great Falls
7-2-69 - 7-1-74	
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Floyd C. Hamilton, Member	East of Livingston
7-8-71 - 7-1-76	
John W. Strizich, M.D., Member	1500 Cannon, Helena
7-31-73 - 1-3-77	

LEGAL REFERENCES

GENERALLY

The Mountain View School, established by law in 1919 is provided for in Section 80-1410, and Sections 80-2202 through 80-2213, Revised Codes of Montana, 1947.

The Mountain View School operates under the administrative directives and policies as provided by the Department of Institutions.

PRINCIPAL GOALS

The Mountain View School has as its primary function the care, education, training, treatment and rehabilitation of girls under twenty-one (21) years of age who are committed to the School by a court as provided by law.

PROGRAM DESCRIPTIONS

PROGRAM - ADMINISTRATION

GOAL

Continued efficiency and proper utilization of staff members directed toward the safety and rehabilitation of each girl. The Mountain View School program revolves around the premise that the rehabilitation of the delinquent girl is best accomplished in a small institution with small living units and small classrooms. It is absolutely necessary that each child be provided with an abundance of individual care and attention in an open, family-like atmosphere. To keep the institution small is our goal.

OBJECTIVES

1. Not to allow the Mountain View School average daily population to exceed the budgeted number of 75 students.
2. To provide the best services available for the care and treatment of the long term committed girl.
3. To provide the best services available for the care and diagnosis of the girl committed for the forty-five day evaluation.
4. To maintain a low recidivist rate for the long term committed girls.
5. To provide all necessary services as efficiently as possible.

EVALUATION

1. Although the Mountain View School average daily population increased due to the increased number of girls being committed for the forty-five day evaluation, the average daily population was held below the budgeted 75 students (68 average daily population).
2. The average length of stay for the long term committed girl was reduced to seven months.
3. The recidivist rate was increased slightly but was still a low 8.4%.

4. Through the Department of Institution's Staff Development Assistance Program and the Crime Control Commission, a greater number of Mountain View School staff members participated in on-campus training programs and off-campus schools or seminars.
5. Although a record number of girls were committed to the Mountain View School during the 1973-74 fiscal year, the runaway rate was reduced without more security. The number of students placed in detention and the number of days held in detention were also reduced without any negative change in the behavior of the total institution group.
6. Due to inflation and improved services, the cost of operating the Mountain View School did increase. Due to the increased number of commitments, however, the annual per capita costs and the daily per capita costs remained the same as the 1972-73 fiscal year.
7. Despite the low wages we have been able to recruit and retain qualified staff members. The hiring of a full-time Ph.D. Clinical Psychologist best illustrates this point.
8. Reorganization of staff to provide a closer relationship between the Group Life Department and the Clinical Services Department was accomplished and has resulted in a program that provides a team approach to the care and treatment of each girl based on her individual differences and needs.
9. Remodeling and reopening of Adair Cottage which has been closed since the earthquake in 1935 was accomplished, and is a major step toward smaller living units within a small institution. Adair Cottage will quarter only fourteen girls.
10. Approval and appropriation of \$155,000 from the Montana Legislature to remodel the Mountain View School academic school building with emphasis on small classrooms for small classes. The remodeling will also provide an Administration Building for most staff members who now have offices located in various Mountain View School buildings. Remodeling will also provide the Mountain View School with another small cottage which will quarter the most disturbed girls (fifteen bed Intensive Care unit).

PERFORMANCE INDICATORS

<u>ADMINISTRATION</u>	<u>FISCAL YEARS</u>		
	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>
Average daily population	65	59	68
Average daily population during the month of May	81	80	76
New commitment rate	56	57	68
Committed for 45 day evaluation	5	22	49
Committed for temporary care (2 or 3 days)	7	1	1
Recidivist rate (violators)	10.2%	6.4%	8.4%
Average length of stay (months)	10.6	9.0	7.0
Ratio of average daily population to full time employees (all staff at the Mountain View School)	1.33/1	1.07/1	1.17/1
Annual per capita costs	\$6,428.12	\$7,157.65	\$7,158.92
Daily per capita costs	\$ 17.61	\$ 19.61	\$ 19.61
In-service training for all Mountain View School staff			
On-campus (No. of individuals)	6	45	75
Off-campus (No. of individuals)	12	29	40
No. of Department Head staff meetings with Superintendent	40	40	36
No. of Progress Board meetings with all departments to discuss individual student programing (½ day sessions)	52	52	52
Percentage of students participating in off-campus programs	100%	100%	100%
Estimated No. of students off campus trips to town	1,600	1,900	1,800
Number of claims processed	1,074	958	1,087

PERFORMANCE INDICATORS

<u>ADMINISTRATION</u>	<u>FISCAL YEARS</u>		
	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>
Number of requisitions processed	95	77	76
Number of student account checks issued	771	798	947
Amount of federal funds received	\$27,779.48	\$33,883.00	\$54,235.59

PROGRAM DESCRIPTIONS

PROGRAM - CARE AND CUSTODY

GOAL

To achieve to the utmost, utilizing available personnel and existing physical plant, a program that meets the needs of those persons who are committed to the care and custody of the Mountain View School. To enhance the diagnostic procedure allowing prescribed programs to be more beneficial and individualized.

OBJECTIVES

1. To reduce the recidivism rate through the establishment of proper individual programs at the institution.
2. To reduce the number of runaways from the institution while continuing to maintain the "open" program.
3. To create a more relaxed atmosphere at the institution through staff cohesiveness and staff understanding of individual cases.
4. To unify staff efforts allowing all staff to pursue the same goal in regard to each individual case.

EVALUATION

1. The Clinical Psychologist position was established making it possible to diagnose problems more accurately and assist in program establishment. All students committed for the purpose of evaluation were administered psychological tests.
2. A noticeable decrease of the number of girls running away from the institution was noted despite the increase in commitments and the average daily population.
3. The Social Service Department and the Group Life Department were placed under the same head through the creation of the Assistant Superintendent position and the abolishment of the Director of Social Services and the Director of Group Life.
4. The total number of days as well as the total number of students placed in isolation for the purpose of behavior modification was noticeably decreased despite the increase in commitments and the average daily population.

PERFORMANCE INDICATORS

<u>CARE AND CUSTODY</u>	<u>FISCAL YEARS</u>		
	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>
Estimated number of runaways from the school grounds	30	40	28
Estimated number apprehended	30	40	27
Number of students placed in detention facility, includes new students	331	370	334
Number of students days spent in detention facility, includes new students	532	556	465
Number of fire drills in cottages	11	16	16
Number of student trips to Helena for medical reasons	267	412	334
Number of student trips to Helena for dental reasons	202	142	203
Number of students hospitalized in Helena hospitals for illness	0	2	0
Number of students in Helena hospitals for surgery	5	4	4
Number of students x-rayed in Helena hospitals as out patients	5	3	6
Number of student glasses purchased	24	37	34
Number of students taken to out-of-town specialized doctors	1	1	3
Average caseload per caseworker	23.5	21.3	22.6
Average caseload during the month of May 29		27	25.3
Percentage of students receiving at least one vacation	100%	100%	100%
Number of girls placed	72	79	78
Number of formal meetings between case-workers and Education Dept.	81	104	72
Number of formal meetings between case-workers and Group Life Dept.	36	36	33

CARE AND CUSTODYFISCAL YEARS

	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>
Number of Social Service staff meetings (two hour sessions)	55	52	50
Number of students transferred to Warm Springs State Hospital for short-term evaluation and/or treatment	0	3	0
Number of psychological evaluations completed by Mountain View School psychologist	59	67	66
Number of students receiving individual counselling by the Mountain View School Clinical Psychologist	0	0	27
Number of students involved in Group counselling with the Mountain View School Clinical Psychologist	0	0	18
Number of students referred to the Helena Mental Health Center's Psychiatrist	No data available	No data available	23

PROGRAM DESCRIPTIONS

PROGRAM - EDUCATION AND TRAINING

GOAL

To provide each child with an academic and/or vocational program which will result in achievement within her abilities and to provide guidance and aid in returning her to the community to successfully continue her education or find employment. This program to be oriented toward individual aid for each girl.

OBJECTIVES

1. To expand the testing system as an aid to program evaluation.
2. To maintain full accreditation and increase the emphasis on remedial education.
3. To develop new means for involvement of the students with the community as an aid to building self-image concepts and ease the readjustment of the students to society.

EVALUATION

1. Pre and post tests were given all students in reading. Single testing for mathematics placement were administered to 100% of the students.
2. Accreditation was maintained. Remedial courses in reading, mathematics and science were initiated. Developmental courses in reading were expanded.
3. Through cooperation with the Governor's Commission on Crime Control an off campus course in child care was established. Other off campus programs continued.
4. The school participated in inter-school speech meets, The Voice of Democracy Contest (second place) and the Last Chance Stampede and Fair competitions.

PERFORMANCE INDICATORS

<u>EDUCATION & TRAINING</u>	<u>FISCAL YEARS</u>		
	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>
Percentage of students tested			
Intelligence Tests	100%	100%	100%
Reading Tests	100%	100%	100%
Number of classes offered	41	42	48
Number of students completing Vocational programs	57	62	70
Number of students participating in off campus work study training (part time)	26	32	35
Number of students participating in off campus Upward Bound Program	4	6	1
Number of student and assistant teachers (volunteers)	15	12	14
Number of experimental programs initiated or continued with Federal funding	6	9	9
Number of students who graduated from the Mountain View School or received the G.E.D.	12	12	20

PROGRAM DESCRIPTION

PROGRAM - GENERAL SERVICES AND PHYSICAL PLANT

GOAL

To provide the Mountain View School with the necessary physical plant, food services and security to maintain and improve the rehabilitation program for each girl.

OBJECTIVES

1. To maintain each cottage so that each Mountain View School child is provided with a home-like atmosphere.
2. To maintain each building so that the necessary services can be provided for each Mountain View School girl.
3. To provide economical but nutritious meals for each Mountain View School girl.
4. To provide the necessary evening and weekend security personnel for the protection of each Mountain View School girl and staff member.

EVALUATION

1. All Mountain View School boilers passed inspection.
2. Mountain View School water passed inspection.
3. Improved fire protection with emphasis on meeting Fire Marshal's recommendations. No serious fires.
4. Remodeling of Adair Cottage.
5. No serious student or staff accidents.
6. Maintained level of work orders processed.
7. Mileage on state vehicles reduced slightly during the 1973-74 year.
8. Runaway rate reduced.

PERFORMANCE INDICATORS

<u>GENERAL SERVICES AND PHYSICAL PLANT</u>	<u>FISCAL YEARS</u>		
	<u>1971-72</u>	<u>1972-73</u>	<u>1973-74</u>
Number of fires at Mountain View School	0	1	1
Number of serious accidents at Mountain View School	0	0	0
Number of work orders processed	1,498	1,600	1,575
Mileage put on cars used for off campus programs, searching for runaways, returning violators, etc.	77,128	78,360	75,340
Number of meals served	79,731	71,994	82,124
Cost per meal	\$.24	\$.23	\$.26

PROGRAM COSTS BY OBJECT OF EXPENDITURE
AND SOURCE OF FUNDING

1973-74 FISCAL YEAR

P
R
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M

ADMINISTRATION

OBJECT OF EXPENDITURE

PERSONAL SERVICES	\$ 55,707
OPERATIONS	10,666
EQUIPMENT	500
TOTAL EXPENDED	\$ 66,873

SOURCE OF FUNDING

GENERAL FUND	\$ 15,100
FEDERAL AND PRIVATE REVENUE FUND . . .	00
REVENUE SHARING	51,773
TOTAL FUNDING	\$ 66,873

PROGRAM COSTS BY OBJECT OF EXPENDITURE
AND SOURCE OF FUNDING

1973-74 FISCAL YEAR

MA R G O N

CARE AND CUSTODY

OBJECT OF EXPENDITURE

PERSONAL SERVICES	\$ 233,797
OPERATIONS	32,723
EQUIPMENT	1,071
TOTAL EXPENDED	\$ 267,591

SOURCE OF FUNDING

GENERAL FUND	\$ 54,851
FEDERAL AND PRIVATE REVENUE FUND . . .	7,892
REVENUE SHARING	204,848
TOTAL FUNDING	\$267,591

PROGRAM COSTS BY OBJECT OF EXPENDITURE
AND SOURCE OF FUNDING

1973-74 FISCAL YEAR

P
R
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A
M

EDUCATION AND TRAINING

OBJECT OF EXPENDITURE

PERSONAL SERVICES	\$ 119,583
OPERATIONS.	10,204
EQUIPMENT	6,724
TOTAL EXPENDED	\$ 136,511

SOURCE OF FUNDING

GENERAL FUND.	\$ 87,844
FEDERAL AND PRIVATE REVENUE	37,664
REVENUE SHARING	11,003
TOTAL FUNDING.	\$ 136,511

PROGRAM COSTS BY OBJECT OF EXPENDITURE
AND SOURCE OF FUNDING

1973-74 FISCAL YEAR

PROGRAM

GENERAL SERVICES AND PHYSICAL PLANT

OBJECT OF EXPENDITURE

PERSONAL SERVICES	\$ 97,265
OPERATIONS.	45,422
EQUIPMENT	9,656
CAPITAL	4,871
TRANSFERS	8,300
TOTAL EXPENDED	\$165,514

SOURCE OF FUNDING

GENERAL FUND.	\$ 46,216
FEDERAL AND PRIVATE REVENUE FUND. . .	19,288
REVENUE SHARING	101,010
TOTAL FUNDING.	\$ 165,514

PROGRAM COSTS BY OBJECT OF EXPENDITURE
AND SOURCE OF FUNDING

1973-74 FISCAL YEAR

SUMMARY OF ALL PROGRAMS

OBJECT OF EXPENDITURE

PERSONAL SERVICES	\$ 506,352
OPERATIONS.	99,015
EQUIPMENT	17,951
CAPITAL	4,871
TOTAL EXPENDED	\$ 830,000

SOURCE OF FUNDING

GENERAL FUND.	\$ 204,011
FEDERAL AND PRIVATE REVENUE FUND. . .	64,844
REVENUE SHARING	367,634
TOTAL FUNDING.	\$ 636,489

PROGRAM INVENTORY AND COST SUMMARY

1973-74 FISCAL YEAR

ADMINISTRATION	\$ 66,873
CARE AND CUSTODY	267,591
EDUCATION AND TRAINING	136,511
GENERAL SERVICES AND PHYSICAL PLANT.	165,514
TOTAL	\$ 636,489

PROGRAM COST SUMMARY

FISCAL YEAR COSTS

<u>PROGRAM</u>	<u>1972-73</u>	<u>1973-74</u>	<u>Increase (Decrease)</u>
Administration	\$ 62,214	\$ 66,873	\$ 4,659
Care and Custody	234,934	267,591	32,657
Education	106,431	136,511	30,080
General Services and Physical Plant	161,323	165,514	4,191
TOTAL PROGRAM	\$564,902	\$636,489	\$ 71,587
Personal Services	\$436,271	\$506,352	\$ 70,081
Operating Expenses	122,039	99,015	(23,024)
Equipment	6,464	17,951	11,487
Capital	126	4,871	4,743
Transfers		8,300	8,300
TOTAL OPERATING COSTS	\$564,902	\$636,489	\$ 71,587
General Fund	\$505,631	\$204,011	(\$301,620)
Federal and Private Revenue	59,271	64,844	5,573
Revenue Sharing	00	367,634	367,634
TOTAL FUNDING	\$564,902	\$636,489	\$ 71,587

ANNUAL REPORT
OF THE
PINE HILLS SCHOOL
MILES CITY, MONTANA

TO THE
GOVERNOR OF MONTANA
THE HONORABLE THOMAS L. JUDGE

FOR THE
FISCAL YEAR ENDED
JUNE 30, 1974

DEPARTMENT OF INSTITUTIONS

EDWIN G. KELLNER, DIRECTOR
1236 EAST 6TH AVENUE
HELENA, MONTANA 59601



PINE HILLS SCHOOL

BOX 1058
MILES CITY, MONTANA 59301
PHONE 406-232-1377
DON T. HOLLADAY, PH. D.
SUPERINTENDENT

September 25, 1974

The Honorable Thomas L. Judge
Governor of Montana
Capitol Building
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, 1947 Revised Codes of Montana, there is herewith submitted to you a report of the Pine Hills School covering the fiscal year ended June 30, 1974.

The overall philosophy is that delinquency is a community problem and therefore all attempts to handle a boy within the community should be exhausted before commitment to Pine Hills School. In a sense then, commitment is the last resort. The programs at Pine Hills School are designed and administered to preserve the individuality of each boy and to assist him to become a responsible law-abiding citizen in the shortest possible period of time. Since each boy comes to us with different needs and problems, out of necessity our programs must be flexible. Our concern is that the environment, a treatment component itself, encourages the proper values, attitudes, and the development of the potential of each boy. Therefore, we have continued to provide all students with a variety of activities which assimilate the types of experiences they will encounter in day to day living outside of the institution.

Throughout this fiscal year we have continued with many off campus activities such as attending movies down town, bowling, swimming, basketball, tennis, dances, and the use of Camp Carefree located on Fort Peck Reservoir during the summer months. We feel that when our students participate in off campus activities they learn how to better relate to people outside of the institution, resulting in more acceptable behavior patterns. From time to time members of our student body have been involved in community projects such as cleaning up the fairgrounds, the city garbage disposal area, etc. in order to make them contributing members of the Miles City community.

Recognizing the individual needs of our students, we have continued to operate seven lodges with varied functions and programs. All new students are placed in our receiving lodge (Custer Lodge) during which time their individual needs and potential are evaluated. At the intake conference (approximately 5 to 7 weeks after admission) an individualized program is established and the boy will probably be transferred to one of our regular lodges which best fits his needs. As he continues to demonstrate the ability to make good decisions and accepts responsibility for his own behavior he may be placed in either Russell

Lodge or Joseph Lodge prior to release. In these lodges the doors are unlocked and the boys have considerably more freedom and privileges than boys have in the other lodges.

Joseph Lodge is operated very similar to a halfway house. Here the boys have their own rooms and are permitted to go almost any place they desire on campus. These boys are also given opportunities to prepare their own meals and are involved in almost weekly off campus activities. As far as can be determined we are the only boys' training school that has a program of this nature.

During the course of a student's stay here, if he presents a discipline problem, that is, runs away, assaults someone, etc., he is placed for a period of time in our discipline treatment lodge (Clark Lodge). Although the boys are afforded evening academic classes in this lodge they are placed back into the regular institutional program as soon as possible.

We have continued the practice of assigning each student to a caseworker who can best meet his needs. Since most boys have had conflicts within their families prior to commitment, the caseworkers also have the responsibility of working with these families. With the aid of federal ESEA Title I money we have continued our family therapy program where we bring families to our campus for group therapy sessions.

Our academic and vocational programs, being "boy centered," have continued to be successful in motivating a majority of our students to enroll in school while they are here and to seek further academic or vocational education upon their release.

We have continued to keep the public informed about our programs through various staff members giving talks throughout the State to service clubs, at conferences, etc. The weekly local radio program, "You and Your State School" has been an effective media in keeping the Miles City residents informed. This program will have completed its eighth year this September.

The judges throughout the State have increased the number of boys they have sent to us for 45-day evaluations. This program has been most beneficial to the courts in helping to develop a realistic rehabilitation program for each boy. As a result of this program the number of new commitments has been decreased since we have recommended commitment for only 32.5% of the boys evaluated.

Although the number of terminations almost doubled this year over the previous year due to our low salary structure, inservice training continues to receive high priority. Monthly staff meetings and frequent meetings with the students (the entire student body and Student Council) have continued to improve the lines of communication between the staff and students. Along with the need for inservice training is the recognition that there is no simple solution or panacea for handling delinquents. Therefore, we are constantly evaluating and reevaluating our programs to determine needed changes and to try new treatment medias.

The Honorable Thomas L. Judge
September 25, 1974

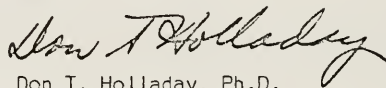
Page 3

Due to the fact that we have dedicated and qualified staff members we have been able to continue to efficiently carry out all of our programs.

I am firmly convinced that we are accomplishing our major overall objective-- that of preparing each student to take his place in society and to avoid incarceration. The number of students released from Pine Hills School who end up in Deer Lodge or other penal institutions has continued to be exceptionally low. The recidivism rate (those returned from Aftercare for parole violations) also continues to be one of the lowest in the nation.

I can point to the accomplishments of this institution with pride and am most appreciative of being able to play a small role in helping the troubled youth in Montana. As a result of the combined work and efforts of all of the staff members at Pine Hills School I believe they have made Montana a little better place in which to live.

Respectfully submitted,

A handwritten signature in cursive script, reading "Don T. Holladay".

Don T. Holladay, Ph.D.

DTH/eb

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PRINCIPAL OFFICES AND OFFICERS

STATE BOARD OF INSTITUTIONS

<u>OFFICERS AND ADDRESSES OF BOARD MEMBERS</u>	<u>TERM EXPIRES</u>
Robert J. Fallo 295 Therri-Holt Road Kalispell, Montana 59901	July 3, 1977
John Cross 1510 East Ames Wye Glendive, Montana 59330	July 1, 1975
Floyd C. Hamilton East of Livingston Livingston, Montana 59047	July 1, 1976
Willis McKeon 425 South First Avenue West Malta, Montana 59538	January 3, 1977
Dr. John W. Strizich 815 Stuart Helena, Montana 59601	January 3, 1977

DEPARTMENT OF INSTITUTIONS

Edwin G. Kellner, Director
1236 East Sixth Avenue
Helena, Montana 59601

Principal Administrative Officers:

Don T. Holladay, Ph.D., Superintendent
Luther I. Hutton, Assistant Superintendent

Principal Office:

Pine Hills School
Miles City, Montana 59301

LEGAL REFERENCES

The statutes relating to the operations of the Pine Hills School are for the most part contained in the following sections of the 1947 Revised Codes of Montana:

Title 10, Chapter 6	Juvenile Courts and Proceedings Against Juvenile Delinquents
Title 80, Chapter 14	State Department of Institutions
Title 80, Chapter 22	State Vocational School for Girls and State Industrial School
Title 82A, Chapter 8	Department of Institutions

MAJOR RESPONSIBILITIES

Pine Hills School according to law has as its major responsibility the care, education, training, treatment, and rehabilitation of boys ten (10) years of age or older and under twenty-one (21) who have failed to make a proper adjustment in their own communities and who have been adjudicated delinquent by the appropriate juvenile or district court. The institution operates on the premise that every student is a worthwhile individual and has been sent here because he is in need of help. We believe that behavior is learned and therefore can be modified. We attempt to accomplish this by helping them change their faulty and negative attitudes and helping them to gain self control over their behavior.

Recognizing that each student comes to the institution with different problems and needs, an individualized program is established in order that each boy may achieve to his potential. The objective is to make each boy a happy, constructive, productive individual, with a desirable attitude towards life and the institutions of a democratic society.

Since it is also recognized that it is the day-to-day experiences that bring about modification of behavior, all activities are therapeutically oriented. Through planned lodge and recreational activities, the students are provided a variety of experiences.

Another major responsibility of the institution is to make these experiences as similar as possible to those that the boys will encounter upon their release from Pine Hills School. Therefore, all assignments (detail, school, lodge, etc.) are geared to provide students with meaningful experiences. Psychological testing has verified the fact that between seventy to eighty per cent of our students are educationally retarded. Therefore, the academic and pre-vocational training programs are individually planned in order to better prepare the boys to meet their obligations as useful citizens in their communities.

In essence, the primary responsibility is to meet the psychological, sociological, and educational needs of each student.

MAJOR ACCOMPLISHMENTS

I. ADMINISTRATION

Although we cannot realistically expect 100% success, we feel we have made it possible for a high percentage of the boys released from Pine Hills School to return to their communities as law-abiding citizens.

The recidivism rate (boys returned to Pine Hills School for parole violations) continued to be one of the lowest in the nation (16.2%). This is undoubtedly caused through having dedicated and qualified staff members working for both the Aftercare Division and the Pine Hills School.

The major accomplishments were:

- a) Provided realistic, beneficial programs that continue to make it possible for a high percentage of boys (86%) to succeed upon release.
- b) Provided a variety of programs both on campus and off campus which helped the majority of boys to improve their behavior patterns.
- c) Provided an efficient handling of the assets and appropriations through tighter inventory and fiscal controls.
- d) Provided dynamic leadership along with staff development programs which have increased staff efficiency and resulted in greater job satisfaction.
- e) The staff has continued to be called upon frequently to give talks to clubs, schools, PTA meetings, etc. throughout the State. The weekly radio program titled, "You and Your State School," now in its eighth year on the air, has continued to be an effective media for keeping the Miles City residents informed about the philosophy, programs, and activities on the campus. As a result we seldom hear any residents of the Miles City area complain about this institution.

II. CARE AND CUSTODY, AND CLINICAL SERVICES

1) The major accomplishments of the Care and Custody Department were:

- a) Continued to maintain a campus atmosphere that is conducive to behavior modification.
- b) A continued effort to refine the treatment programs in each of the lodges which has improved the overall campus atmosphere. This has also helped to lessen the anxiety of the boys during the transition from society to institutional living and back to society upon their release.
- c) Continued use of the new lodge counselors' work schedule (3½ days on and 3½ days off) has continued to make a more cohesive lodge staff, along with increased staff morale. The weekly lodge team meetings have also continued to promote a closer working relationship between all staff members.

- d) Continued emphasis on reality therapy and responsible behavior has made it possible for more students to take part in civic and community activities (Increased from 300 to 320 boys).
 - e) The construction of a cyclone fence surrounding the recreational area attached to the discipline treatment lodge has enabled us to provide recreational programs for the students confined in this lodge. Boys are taken out of their units twice daily (except on weekends) to play basketball, volley ball, badminton, etc.. With the embellishment of our recreational program, along with a change in the staffing this program has become more treatment oriented.
- 2) The major accomplishments of the Clinical Services Department were:
- a) The modifying of the counselors' work schedules has permitted a closer relationship between the clinical staff and staff members in other departments. As a result, staff intercommunication has been greatly improved, along with a feeling of greater consistency and cohesiveness among all staff members.
 - b) The continuation of a comprehensive medical, social history, psychiatric, and psychological evaluation and treatment plan for each student. This has been an important factor in maintaining a low recidivism rate. (Evaluations increased from 1102 to 1189.)
 - c) Continued emphasis has been placed upon improving the treatment services available to all students. Therefore, emphasis has continued to be upon treatment and understanding of the students' individual needs rather than on punishment.
 - d) There has continued to be a low staff turnover, a greater number of students involved in group therapy, and an increased number of parents involved in our family therapy program. (Total number involved in group and individual treatment programs increased from 330 to 361.)

III. EDUCATION AND TRAINING

The major accomplishments of this department were

- a) Continued to expand and improve its educational program through
 - 1) ungraded individualized classes, 2) more skillful scheduling of the students' programs between the hours of 8:00 a.m. and 5:00 p.m., 3) more efficient utilization of the test results with the school administering educational tests not done by the clinical services department, 4) better coordination between other departments on campus through involvement in a lodge team program and the assignment of details, and 5) development of a recreational program that provided students with activities such as hobbies, games, and their rules that can be utilized during non-working hours upon release from Pine Hills School.

Our Individualized Structured Program (ISP), funded with ESEA Title I money has been considered one of the top programs in the State and has been used as a model nationally.

- b) Through providing the students with more choices and a wider range of educational experiences, more students have been interested in seeking further training either at a college or on a vocational level. Unfortunately we have had more students apply for services than the Aftercare Division has had funds to provide these services.

The variety of programs has also resulted in the students making better use of their time while at Pine Hills.

- c) The recreational staff has continued to provide a variety of activities for recreation and leisure time. They have also achieved a closer working relationship between the recreation department, group living, and educational staff as well as a greater utilization of equipment and materials in this area.

IV. PHYSICAL PLANT AND GENERAL SERVICES

The major accomplishments of this department were

- a) Efficient placement of boys in pre-vocational and detail areas has helped to better prepare the students for entry into the labor market upon release.
- b) Efficient maintenance for all buildings on the campus which not only extends the life of the buildings but lends to more efficient use of them. Visitors frequently mention the well kept appearance of the campus.
- c) Continued improvements have been made in the area of maintenance records and improved inventory control of the stores building and vehicle cost. This department has continued to work very closely with the State Motor Pool in providing maintenance of the vehicles assigned to this institution.
- d) Remodeled (added paneling, floor tile, new entrance doors, etc.) and repaired the chapel-auditorium. It is now more conducive to an atmosphere of worship during the religious services; and it is also a more pleasant place in which to show movies, hold conferences, etc..
- e) The planting of grass around the pre-vocational building and between the administration building and the discipline lodge (where the old high school was razed) has added tremendously to the appearance of the campus.

V. FARM

Major accomplishments of this program.

- a) Increased beef production. This was necessary in order to provide sufficient beef, milk, and cream for both Pine Hills School and the Eastmont Training Center.
- b) Continued to provide many boys with the opportunity of learning work skills and gaining knowledge of the farm operation.

PROGRAM COST SUMMARY

Program:	<u>Fiscal Year</u>		
	<u>1972-73</u>	<u>1973-74</u>	<u>Difference</u>
Administration.	\$ 95,274	\$ 105,107	\$+ 9,833
Care and Custody.	324,464	364,307	+39,843
Physical Plant & General Services . .	321,225	338,102	+16,877
Education and Training.	259,195	278,932	+19,737
Farm.	46,415	54,706	+ 8,291
Clinical Services.	<u>139,596</u>	<u>160,440</u>	<u>+20,844</u>
TOTALS	\$1,186,169	\$1,301,594	\$+115,425

PROGRAM COST DETAIL

Program:	<u>1973-74 Fiscal Year</u>			
	<u>Total</u>	<u>Personal Services</u>	<u>Operating Expenses</u>	<u>Capital</u>
Administration.	\$ 105,107	\$ 85,425	\$ 19,682	\$
Care and Custody.	364,307	304,170	24,137	
Physical Plant & General Services	338,102	190,389	131,799	15,914
Education and Training.	278,932	258,398	18,289	2,245
Farm	54,706	36,371	15,535	2,800
Clinical Services	<u>160,440</u>	<u>140,876</u>	<u>19,564</u>	<u></u>
TOTALS.	\$1,301,594	\$1,051,629	\$229,006	\$ 20,959

Funding Source:

General Fund.	412,014
Earmarked Revenue Fund, #4600	772,374
Federal and Private Revenue Fund, #4039	60,353
Interest and Income, FPRA, #4304.	<u>56,853</u>

TOTAL EXPENDED. \$1,301,594

PROGRAM ANALYSIS

PROGRAM: ADMINISTRATION

Program Goal:

The Administrative Department has the major responsibility of providing efficient, effective fiscal controls and planning, recruitment and training of qualified staff, coordination of all programs and providing direction and the overall institutional philosophy.

Program Objectives:

To provide overall direction and administration of all programs.

To prevent over-expenditure through a continuing analysis of the actual expenditures by program object.

To recruit and train competent personnel who will effectively bring about behavior modification and bring out the innate potential of each student.

To account for and safeguard the individual property and monetary assets of each student.

To establish sound personnel practices and procedures which create an atmosphere in which rehabilitation can take place.

Evaluation:

With the hiring of a new business manager our accounting system has become more efficient in recording program expenditures, balances, and student accounts. This should make it easier for us to more accurately determine our budget for the coming biennium. With continued use of sound personnel practices we have been able to keep staff turnover relatively low despite the fact that our salaries have not kept pace with industry or with the salaries paid for similar jobs in this area.

It should be noted that although the terminations have almost doubled over the previous year, most of the turnover has been limited to the group living area; and here we have had three or four people filling one position for relatively short periods of time. The major contributing factor to this high turnover rate has been the development of coal in Eastern Montana.

Various members of the staff have continued to be called upon frequently to give talks throughout the State and to various visiting groups. This, along with the weekly radio program, has helped to keep people informed about what was going on at the School. This has continued to create a good image for the institution.

The Superintendent has continued to meet weekly with the Student Council, has held monthly staff meetings, and has met with the entire student body monthly. This has resulted in a continued close working relationship between all departments and in a healthier atmosphere on campus.

Although the recidivism rate continues to be one of the lowest in the nation it has increased from 10.1% in 1972-73 to 16.2% in 1973-74. I believe this increase is a result of the more difficult, hardcore type of delinquent we are receiving rather than due to a failure of our programs. With the increase in community based programs all schools throughout the United States are receiving a higher percentage of the more seriously disturbed delinquent. This is the boy who has been through numerous community based programs and has failed in every one, and therefore commitment to an institution has been the last resort.

In summary, despite the fact that the phenomenon of delinquency is complex and there is no one treatment method that is the panacea to the rehabilitation of delinquent youth, the overall purpose of Pine Hills School is being achieved. The fact that every boy who comes to Pine Hills School has been unable to make an adjustment in his community and that 85% of those who leave the School are not returned certainly warrants the continuation of the operation of this institution.

PROGRAM: CARE AND CUSTODY AND CLINICAL SERVICES

Program Goal:

The primary goal of the Care and Custody and Clinical Services Department is to provide care and custody to the residents of the institution in an atmosphere which is conducive to their rehabilitation in order to return them to society as responsible, productive individuals. We also have the goal of providing our students with a means of altering their present behavior into socially and legally acceptable patterns.

Program Objectives:

To provide suitable living quarters for each student.

To impart healthful living habits and provide basic needs.

To provide religious instruction and exposure in each student's own religious denomination.

To provide a wide variety of cultural and recreational experiences, along with teaching students how to use leisure time constructively.

To provide individual understanding and assistance to each boy through complete evaluation and personal counseling.

To provide intensive evaluations to the courts of Montana in order to assist in adjudication of certain youth committed to Pine Hills School for the purpose of evaluation only. (These evaluations have increased from 61 last year to 83 this fiscal year.)

To provide each individual with successful experiences and opportunities to develop responsibility for his own behavior.

Evaluation:

We continue to focus on each student as a total individual and provide

individualized rehabilitation programs for students committed to the Pine Hills School. The programs implemented here are many and varied just as our boys are. Therefore, it is necessary for each lodge program to be established differently from other lodge programs. In this way students who are able to handle more or less responsibility are placed in the appropriate lodge so that we do not offer more responsibility than they can handle at any given time, or perhaps fail to give them enough challenge so that they do not progress and develop according to the goals of their treatment program.

We continue to strive for a reduction in staff turnover in the care and custody area so as to upgrade the quality of care. Due to several factors, our staff turnover in this area has increased significantly. With the economic boom in Southeastern Montana, many of our staff members have left employment here for higher paying jobs in the surrounding communities. The other problem that has arisen is that certain staff that we have been able to employ are transient laborers who stay for a month or two and then travel on. We have had approximately 37 turnovers in the care and custody staff during 1973-74. It should be noted at this point, however, that in some positions the turnover has been three, four, and five times in one area and that we still have been able to maintain stability in most of our lodge staffing patterns.

In our clinical services area we are continuing to work the modified work schedule which permits lodge counselors and social workers to work closer together. This has proven to be quite constructive in that staff communications have greatly improved. Consistency and cohesiveness in working together for the benefit of the student has increased; and a closer working relationship with the entire Pine Hills School staff has evolved for the benefit of all. This has created an atmosphere of accomplishment and progress. Staff morale at this point is quite high.

The clinical services staff continues to offer a comprehensive medical, social, psychological, and psychiatric evaluation and treatment plan for each student. During the past year we have had only two staff turnovers in the clinical services area.

We have continued to emphasize improvement in the treatment program of our discipline unit. One of the major steps this year has been the construction of a large cyclone fence surrounding a back portion of Clark Lodge. This has enabled us to have a recreation program for the boys placed in our discipline units so that they are not confined to their small units for long periods of time and are given ample opportunity for recreation in a healthful environment. The activities primarily used in our play area are basketball, volley ball, and badminton. During this past year the boys have been taken out twice a day (morning and afternoon) so that they will not have to spend as much time in their individual units.

Individual counselling and group therapy are emphasized by our clinical staff. Since we have had no staff turnover in clinicians the regular staff development meetings have been beneficial in training the staff to more effectively help the boys work through their problems. We have also continued to explore various treatment medias in order to find more effective ways of dealing with the boys.

In summary, the worth of the individual and his needs are taken into consideration in determining an individualized program which has resulted in a majority of the boys modifying their behavior patterns. Therefore, the above mentioned goals and objectives are being met and these results warrant continuation of these departments within the Pine Hills School structure.

PROGRAM: EDUCATION AND TRAINING

Program Goal:

The major goal of the Education Department is to provide each student at Pine Hills School with an educational experience that will help him acquire the skills necessary to complete and adjust to society's standards of education.

A secondary goal of this department is to--1) program each student between the hours of 8:00 a.m. and 5:00 p.m. in an academic or pre-vocational program, or both; 2) program students in the detail areas; and 3) provide recreational activities for students so they can learn leisure activities and so that the students can achieve success in areas where in the past they have failed.

Program Objectives:

To provide academic and vocational education to meet the standards established by the Department of Public Instruction.

To evaluate each student as to his academic and vocational background and then establish a continuous progress, individualized program so that the student can be stimulated to meet successes with a strong basic foundation in either academic or vocational endeavors in the future.

To provide each and every student with encouragement and support in his chosen academic or vocational selection so he can return to society and become a productive citizen with realistic goals that have been developed according to his ability and potential.

Evaluation:

Accreditation by the State Department of Public Instruction has been maintained making it possible for the students to transfer credits earned while at Pine Hills School to whatever school they attend upon release.

We have continued to give all students the Wide Range Achievement test upon admission and upon release to determine the progress made. We note that the number of boys 3.5-10 years behind their age grade placement at time of commitment has increased from 65 to 72 per cent.

We have been able to motivate a high percentage of our students to seek further schooling and to make a better adjustment in the school situation. The fact that over 90% of our students have been failing in school prior to commitment and are making a good adjustment upon release, as shown by the low recidivism rate, indicates that the school program is unquestionably successful.

The Camp Carefree program at Fort Peck Reservoir has been expanded making this program available to more students. This year we had 125 participants compared to 100 the previous year. Since most boys prior to commitment here have never had the opportunity of camping out, going boating, water skiing, etc., this program provides a good learning and recreational experience.

The major problem we faced during the school year was the increased number of 45-day evaluations. This put a tremendous load upon the teaching staff. This resulted in the staff having to neglect some of the regular commitments in order to do a comprehensive evaluation.

In summary, we do have a unique, diversified, continuous progress educational program that is meeting the needs of a very high percentage of our population. We are one of the few training schools in the United States that has a certified educational program and where students participate in the regular public school athletic programs. The results of our educational and recreational programs warrant continued scheduling on a full time basis during the coming year.

PROGRAM: PHYSICAL PLANT AND GENERAL SERVICES

Program Goal:

This department handles the total maintenance of thirty buildings on campus. It is responsible for providing 1) effective use of buildings and equipment through more effective maintenance; 2) opportunity for on-the-job vocational experiences for the students, and 3) serving nourishing meals. Therefore, the overall goal is to make the institution a pleasant place for the boys to live and for staff to work creating an atmosphere that is conducive to good employment practices and behavior modification.

Program Objectives:

To provide day-to-day preventive maintenance of buildings, vehicles and equipment.

To utilize the services of the Department of Institutions, e.g. the dietitian, fiscal analyst, and other state personnel such as the purchasing department in carrying out the operations of this institution more efficiently.

To utilize the maintenance program as a vocational training and work experience for the students.

To continue using the "work order" system in order to make more efficient use of the time and abilities of the maintenance staff. This makes it possible to do repairs and carry out maintenance in a shorter time. It also helps us to keep a better record of work completed.

Evaluation:

The thirty buildings on this campus have been adequately maintained to the point where they are conducive to healthy attitudes on the part of both boys

and staff. A considerable amount of remodeling and painting has been done to make these buildings more attractive and to increase their life expectancy.

Our kitchen prepared 160,225 meals at a cost to the taxpayers of 23¢ per meal. Needless to say, the quality of meals is an important aspect in promoting satisfaction and contentment among the residents.

Improvements have been made in the area of maintaining records and improved inventory control of the stores building lends to a closer audit control.

Through cooperative arrangements with the local Motor Pool our auto shop has done the day-to-day maintenance on the vehicles, e.g. refueling, changing oil, lubricating, washing, etc., which has provided training for 4 to 5 boys a day, along with saving the State some money.

From letters we have received from boys who have been released from the institution it is obvious that all of our maintenance people have been successful in acquainting boys with the various vocations and helping them establish good work habits. Due to the average length of stay being around ten months, a boy is not here long enough to be completely trained in a vocation but he is able to determine his interest and aptitude for a particular vocation and many boys seek further training upon their release.

Approximately one-half acre of lawn has been seeded which has added greatly to the beautification of the campus.

In summary, this department has achieved its major goal of efficiently maintaining 30 buildings on the campus, and provided some type of work experience for 30-100 boys of on-the-job training.

The above results warrant continued funding of this program in order for the taxpayers to receive a good return from their investment.

PROGRAM: FARM

Program Goal:

The farm provides all of the milk, beef, potatoes, and a considerable amount of vegetables consumed at the institution. The farm also has the responsibility of providing students with work experiences and teaching them to operate the dairy effectively. The overall goal is to make the farm self-supporting to the point that it reduces the cost of feeding and rehabilitating the students.

Program Objectives:

To provide the students with work experience in the care and use of farm equipment, planting and harvesting of crops, dairy management, beef production and meat processing.

To utilize efficient farming techniques for maximum production of food items.

To teach the students acceptable work habits.

Evaluation:

The farm has not achieved its objectives in terms of producing as anticipated. Production of hay is down from 15,917 to 14,138 bales, oats down from 3700 to 2489 bushels; and corn silage down from approximately 800 to 620 tons. Although our potato crop has not been harvested yet, it appears that it will be far below the previous year.

However, the amount of beef consumed was up from 22,648 to 25,307 pounds (11.7%). The amount of milk consumed increased from 11,509 to 19,446 gallons (68.9%).

After the boys have had all the milk they care to drink and the kitchen has used all the milk they need, the excess milk is separated and the cream is used to make butter (3412 pounds). The extra cream has been traded for 760 gallons of ice cream. Since the ice cream is used for dessert this has reduced the amount of money spent for desserts such as fruit, resulting in a considerable savings to the taxpayers.

We provided Eastmont Training Center with 775 pounds of potatoes, 11½ pounds of butter, 21 gallons of cream, and 1291 pounds of beef. Despite the poor crops of oats we were able to transfer 1280 bushels to Deer Lodge, along with 28 tons of hay.

Definite steps have been taken to get the farm operating up to expectations. Not only have we had a total change of all staff on the farm, but I plan to personally devote more attention to the farm.

In summary, an analysis of the total cost of our farm, including salaries, compared to the value of the products raised and consumed by Pine Hills School, indicates a net profit of \$19,368.94. This did not include \$39,181.40 worth of feed that was grown on the farm and fed to our cattle. In view of these figures, this program not only warrants continuation but should be embellished since its production can be greatly increased at little additional cost to the taxpayers.



Montana State Prison

OFFICE OF THE WARDEN

DEER LODGE, MONTANA

59722

ROGER W. CRIST, WARDEN

September 30, 1974

The Honorable Thomas L. Judge
Governor of the State of Montana
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, Revised Codes of Montana, 1947, as amended, there is herewith transmitted to you a report of the Montana State Prison covering the fiscal year ended June 30, 1974.

Major accomplishments during the year:

1. Supportive Federal funds were obtained to remodel existing facilities for academic and vocational education.
2. Design approval was obtained from the National Clearing House of Correctional Architecture for the new institution.
3. The improvement of counseling techniques and therapy programs for those incarcerated at the prison.
4. Federal funds were obtained to continue and expand psychological services.
5. Four college courses for inmates are now offered onsite each quarter.
6. A feed lot operation has been implemented and a ranch study completed.
7. We continue to develop the professional training program at the prison for the entire staff.
8. Approval has been obtained so that an Associate of Arts Degree can be obtained by prison employees as a result of their participating in college level extension courses.

Sincerely yours,

MONTANA STATE PRISON

A handwritten signature in cursive script that reads "Roger W. Crist".
ROGER W. CRIST
Warden

RWC/js

Enc.

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AGENCY ORGANIZATION

DEPARTMENT OF INSTITUTIONS 1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas L. Gooch	Administrator, Centralized Services Division
John G. Thomas	Administrator, Community Services Division
Geraldine C. Strong	Administrator, Reimbursement Division

MONTANA STATE PRISON Box 7, Deer Lodge

Roger W. Crist	Warden
James G. Blodgett	Deputy Warden
Elmer Erickson	Business Manager
Joseph Yankoskie	Director of Classification and Treatment
Gary A. Weer	Associate Warden, Security

BOARD OF INSTITUTIONS

OFFICER		HOME ADDRESS
TERM OF OFFICE		
Willis M. McKeon, Chairman	1-9-73 - 1-3-77	425 S. 1st Ave., W., Malta
Richard V. Bottomly, Member	7-2-69 - 7-1-75	1101-11th N.W., Great Falls
John M. Cross, Member	7-1-70 - 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member	7-8-71 - 7-1-76	East of Livingston
John W. Strizich, M.D., Member	7-31-73 - 1-3-77	1500 Cannon, Helena

LEGAL REFERENCES

GENERALLY

The statutes relating to the operations of Montana State Prison are, for the most part, contained in the following sections of the 1947 Revised Codes of Montana:

Title 80, Chapter 19	State Prison
Section 80-1901	Location and function of Prison
Section 80-1902	Qualifications of Warden
Section 80-1903	Working hours of Prison Employees
Section 80-1904	Punishment of Inmates
Section 80-1905	Good time allowance-forfeiture-probationers and paroles-application of prior law
Section 80-1906	Clothing and money furnished on discharge or parole
Section 80-1907	Contracts for confinement of inmates in other institutions
Section 80-1908	Commitment of inmates to state hospital
Section 80-1909	Establishment of intensive rehabilitation center authorized
Section 80-1910	Standards of admission
Section 80-1911	Management and control of center
Section 80-1912	Expense of trial for escape
Title 82A	State Reorganization of Executive Department
Title 19, Chapter 1	
Section 19-107	Legal holidays and business days defined
Title 41	Labor
Title 59, Chapter 5	Prohibitions and General Provisions applicable to Public Officers
Title 59, Chapter 10	Vacations of Employees
Title 59, Chapter 11	Federal Social Security Act-Coverage of certain officers and employees
Title 77, Chapter 1	
Section 77-157	Leave of absence of state employees attending training camp or similar training program
Title 95, Chapter 22	Prisoner Furlough Program

MAJOR RESPONSIBILITIES

The institution at Deer Lodge is the "State Prison" and as its primary function provides facilities for the custody, treatment, training and rehabilitation of adult criminal offenders.

MAJOR ACCOMPLISHMENTS

1. New Institution

After having received an allocation of State funds for a new Correctional Facility, the Department of Institutions and the Prison staff moved rapidly in exploring other avenues which would provide additional funds for further enhancement of the project. In order to receive Federal fund support, approval of our advanced design by the National Clearinghouse for Criminal Justice Planning and Architecture was necessary. They met, reviewed, and approved the proposal in June 74. Their comments were, "We were impressed with the project, and feel that several of its features should serve as models of advanced practices in correctional programming and facility design.....we recommend that this project be favorably considered for Part E funds."

In conjunction with above actions the State Board of Crime Control approved a \$190,000.00 project for inclusion in the State Comprehensive Plan "Part E". The project provided for the renovation and the equipping of the second floor of Rothe Hall in support of the Inmate Vocational and Academic Training Programs. A detailed subgrant is to be submitted after 1 July 74 for the funds.

It is anticipated that the major construction will be completed within two years and at that time the old facility will no longer be used for housing of inmates. The change from the old to the new facility allows for further upgrading of all activities and programs as well as a change in orientation. The orientation change will be one from a custodial-industrial type environment to one of an education, training and treatment type environment. The change in orientation is a result of our awareness that a new physical plant without improvements in the total correctional system would not be meaningful. We are also cognizant of the fact that our programming must be relevant and must tie into what is going on in the community. In fact, it must be as close to our ongoing society as possible so that maximum generalization will take place as the incarcerated person moves from a rehabilitative environment to one self supporting in society.

2. Clinical Services Program

To further increase the Prison's capability to work with the more problem, incarcerated felons, the State Board of Crime Control awarded funds (\$18,000.00) to establish a Clinical Services Program. The approved program called for the employment of one fulltime clinical psychologist as project director, a second clinical psychologist on a consultant basis, and two trainee clinical psychologists on a parttime basis. This program is still in the embryo stages as the Prison had difficulty in employing a fulltime, qualified clinical psychologist during the program's inception period.

MAJOR ACCOMPLISHMENTS

2. Clinical Services Program (continued)

As a result, the program had an initial setback and slow start. Once the clinical psychologist (program director) was on board, the program progressed in an effective and efficient manner. To further hamper program operations, the Prison's available psychiatric services became further limited late in FY74. Additional program improvements are anticipated for the coming year.

3. Counseling and Therapy Program

Continuation of the services provided by the Indian pre-parole officer/counselor have helped immensely in obtaining a greater rapport with the Indian inmates and in their placement in vocational and educational programs as well as post-release jobs. This position was continued during FY74 through funding by the Board of Crime Control.

A recent report prepared by the North American Indian League at Montana State Prison reflects that the Indian population's average sentence is 14.5 years; the average age is 24 years; and the average education level is 8.1 years. Their report further shows that 41% are incarcerated for crimes of violence, while 49% are incarcerated for non-violent crimes. Ten percent of the Indian population is incarcerated for sex crimes.

With approximately 26% of the total inmate population being of Indian decent, one can positively say that the Prison is progressive in having a full-blooded Indian Counselor who knows the Indian's way of life and his special problems better than the average social worker, and one who can assist in the handling of the Indian inmates' special problems.

Emphasis has also continued throughout the year to improve all counseling techniques and therapy programs so that the services may provide the inmate with avenues to be a self-reliant and supporting member of the community to which he will be returning.

4. Care and Custody

During FY74 the Prison staff jointly with other agencies of the Criminal Justice System reviewed, revised and implemented new Inmate Rules and Guidelines. Also included in the new publication were revised Rules for Offenses and Disciplinary Procedures. The new publication increased the Prison's capacity to work with the incarcerated felon and to be more positive towards the Rights of the Offender.

MAJOR ACCOMPLISHMENTS

5. Post Secondary Education Program for the Incarcerated

In January 1973, the Prison implemented a post secondary education program for the incarcerated on a pilot basis through financial support of the Board of Crime Control and cooperation of the University of Montana. The pilot program results for the limited number of courses offered reflected a grade distribution fairly equal to students in the university setting. After having explored this avenue which we felt may lead to providing the incarcerated person with a meaningful path for rehabilitation, the Prison strongly felt that the program should not only be continued, but expanded. Through the joint efforts of the Prison, the University, and the State Board of Crime Control, the program was continued and enlarged. At present, we can say that the program offers the inmate population a variety of core type courses, scheduled so that the inmate can take advantage of them. Some courses are scheduled during the normal work day, while others are scheduled for the evening or the weekend.

6. Ranch Operation

During FY74, the Ranch's feedlot operation was fully implemented. The program called for an average of 600 cattle to be on feed at all times so that an annual beef need of 551,000 pounds of carcass meat would be available for institutional needs. In establishing the feedlot operation, it was necessary to conduct a study of the beef herd and the ranch's feeding program. This study was conducted by Montana State University, and as a result, a firm breeding program was established. The program calls for one half of the herd to be maintained as straightbred Herefords, and the other half maintained as Angus-Hereford cross cows. This arrangement, over a limited period of time, should provide the ranch with ample feeders for the feedlot operation, as well as programmed replacements for the production herd. Too, the swine operation was expanded and programmed to provide more pork for institutional needs.

7. Professional Development Training

In recent years, it has become increasingly evident that Montana State Prison's correctional staff needed an ongoing training program which would equip the officer with the faculties to deal with offenders from many walks of life, and from an increasing complex society of today. The Board of Crime Control has made a sizeable investment in the Prison's staff training programs so that they may have a professional officer knowledge of the correctional process and human behavior.

The FY74 program was a result of improvements over the FY73 program. It brought about total development of the manpower involved -- the non-professional, the para-professional and the professional -- by providing a training program with multi levels. The new employee is required to complete a 40-hour

MAJOR ACCOMPLISHMENTS

7. Professional Development Training (continued)

Employee Orientation Course, and if he is a Probationary Correctional Officer, he is required to complete the 56-hour Correctional Officers' Basic Course which is specifically designed to teach the new officer what the job is all about. These two levels of training are state funded and are scheduled to be completed during the officers' probationary period. Past experience has shown that the Prison's greatest personnel attrition rate occurs during the first eighteen months of employment and is primarily linked to low salaries. The next level of training for Correctional Officers occurs after 12 months of employment. It is the Basic Professional Development Training Course. It is funded by the Board of Crime Control and consists of 160 hours of intensified specialized training. The curriculum is varied and includes both classroom training and practical seminars. The courses are taught by University of Montana Professors, local professionals, and the best of the institution's inhouse specialists. An Advanced Professional Development Training Course consisting of 32 hours of specialized training was developed late in FY74. It is to be an annual requirement for those officers with more than 2 years of tenure and who have successfully completed the other levels of training. The first advanced courses are to be given in July 74.

8. Post Secondary Education Program for the Correctional Staff

A Law Enforcement Education Program (LEEP) is now in its fourth year for the Correctional Staff. This program is sponsored by the University of Montana on an extension basis. The courses are given in Deer Lodge at the Powell County High School. Much emphasis has been placed upon this program and it has grown steadily from its day of inception. Originally, the courses were administered as extension courses with no degree objective in mind with one to two courses being offered each quarter. In March 71, the number of courses offered on a four-quarter basis increased from one to two per quarter to four per quarter. Scheduling of the courses has continued at that rate. In late 71, the Two-year Certificate Program for Correctional Officers became a reality and has been in being since. As of June 74, nine personnel from the Correctional Staff have received their two-year certificates and five more are now eligible. Further program improvements have been made during FY74 in that an Associate of Arts Degree for Correctional Officers was pursued, approved, and will be implemented with classes commencing Fall Quarter 74.

The LEEP program has been a tremendous asset to the Prison and has been well received by all. Each quarter, class participation is approximately 20 students with an average total involvement of approximately 50 LEEP students. The courses are open for public involvement at a nominal rate of \$21.00 per quarter credit. They are encouraged to take part and a number have done so. Each class normally has four to six community people enrolled. This positiveness enhances community awareness of the rehabilitative process, provides interaction and involvement, and enhances public relations.

PROGRAM COST SUMMARY

	<u>FY 1974</u>	<u>FY 1973</u>	<u>Increase (Decrease)</u>
Administration	\$ 170,599	\$ 146,366	\$(1) 24,233
Care & Custody	1,546,682	1,443,668	(2) 103,014
General Services	734,552	562,273	(3) 172,279
Education	54,818	50,645	4,173
Ranch	794,739	361,064	(4) 433,675
Bureau of Identification	27,899	49,317	(5) (21,418)
Manpower Development & Training	31,289	145,933	(6) (114,644)
Plate Manufacturing	595,361	-0-	(7) 595,361
Inmate Training	<u>135,500</u>	<u>-0-</u>	<u>(8) 135,500</u>
 TOTAL PROGRAMS	 <u>\$4,091,439</u>	 <u>\$2,759,266</u>	 <u>\$ 1,332,173</u>
 Personal Services	 2,246,073	 2,004,937	 241,136
Operating Expenses	1,798,194	686,853	1,111,341
Equipment & Livestock	47,172	15,309	31,863
LEAA Grants	<u>-0-*</u>	<u>52,167</u>	<u>(52,167)</u>
 TOTAL BY CATEGORY	 <u>\$4,091,439</u>	 <u>\$2,759,266</u>	 <u>\$ 1,332,173</u>
 General Fund	 1,661,503	 2,419,144	 (757,641)
Earmarked Revenue Fund	610,795	108,908	501,887
Federal & Private Revenue Fund	1,819,141	85,281	1,733,860
Fire Clearance Fund	-0-	-0-	-0-
Manpower Development & Training	<u>-0-</u>	<u>145,933</u>	<u>(145,933)</u>
 TOTAL FUNDING	 <u>\$4,091,439</u>	 <u>\$2,759,266</u>	 <u>\$ 1,332,173</u>

*Included in above

- (1) Increase is due to the rising cost of telephone communications and administrative personnel's salaries.
- (2) Increase is due to the rising cost of medical and surgical requirements for the inmates, and an increase in out-of-state housing costs for both female and male felons housed out of state.
- (3) Increase is due to the rising cost of general service personnel's salaries, utilities, food stuffs and the use of the consolidated state motor pool.
- (4) Increase primarily is due to the low production of the livestock feeds on the ranch thereby resulting in open market purchase of feeds during a highly inflationary period for a newly established feedlot operation. An

PROGRAM COST SUMMARY

increase in the ranch personnel's salaries was also a minor factor in the total ranch cost increase.

- (5) The transfer of some of the functions of the Bureau of Identification from the Prison to the Attorney General under the State Reorganization of Executive Department resulted in a decrease in funds needed.

(6) & (7)

The elimination of Federal funds for the Manpower Development & Training Program resulted in the termination of the Federally funded program. However, an Inmate Vocational Training Program was instituted utilizing General Fund monies. The State program was funded at a much lower level than the Federal Program. Further analyzation reveals a prior year carry-over of \$31,289 of Manpower Development Training Funds for the finalization of their program. The state funding level of \$104,505, coupled with other Federal funds of \$30,995 for Post Release Counselors, reflects a program cost of \$135,500. In comparison, a program funding difference of \$41,428 exists.

- (8) Increase is due to the transfer of the license plate manufacturing program to Prison responsibility under the State Reorganization of Executive Department.

PROGRAM ANALYSIS

PROGRAM - ADMINISTRATION

Goals

To plan, supervise, and conduct the administrative services of Montana State Prison so as to provide effective administration of the institution by coordinating all programs; maintaining accurate fiscal records; and properly utilizing the staff. Cooperate with other State agencies in matters of mutual concern.

Objectives

Continue to improve the institution's organizational structure within a frame work that allows for the application of management principles, motivation, teamwork, and flexibility.

To be involved and totally familiar with the program needs of all divisions, sections, and sub-sections of the Institution.

To supervise the compilation and periodic review of a budget which meets the optimum program and operational needs of the institution.

Continue to improve upon the Prison's personnel hiring procedures and related functions so that the services provided by the State Personnel Bureau and the State Employment Service can enhance day to day operations.

Continue to establish Correctional Officer's Standards and Training goals for the purpose of assuring that the correctional force is capable of functioning in an effective and efficient manner.

The major objectives of the Training Department of Montana State Prison are to provide for the development of the knowledge, the skills and the attitudes of the Correctional Officers. The development of their attributes will be regarded as a continuous and cumulative process. To accomplish the task, the training program will be structured:

1. To improve the capabilities of the officer so that he can adequately function in the classification and treatment of the inmates and yet maintain the institution security.
2. To increase the effectiveness of the personnel and thereby obtain greater efficiency and economy in operations.
3. To promote the officers capacity to recognize, understand, and solve the problems which occur in the correctional process.

PROGRAM ANALYSIS

Objectives (continued)

4. To prepare personnel for greater job satisfaction and broader career service.

Continue to establish positive lines of communication with inmates consistent with total program efforts.

To conduct the business and operate the institution in the most efficient and economical manner possible within fiscal limitations as imposed by budgetary restrictions.

Evaluation

1. Received an allocation of funds for the construction of a new Correctional Facility.
2. Received design approval from the National Clearinghouse for Justice Planning and Architecture for the new facility. This timely action was necessary because some Federal funds were allocated to the project.
3. Conducted the Employee's Orientation Course (40 hours) on 12 occasions. Fifty one employees graduated from the course.
4. Conducted the Correctional Officers Basic Course (56 hours) on 12 occasions. Thirty seven Correctional Officers received their Certificate of Completion for completing the course.
5. Received funds from the State Board of Crime Control to continue the Basic Professional Development Training Course (160 hours). The course was conducted on 8 occasions and 51 correctional employees received course completion certificates.
6. Established an Advanced Professional Development Training Course consisting of 32 hours of specialized training. It is to be an annual requirement for those officers with more than 2 years tenure and who have successfully completed the other levels of training. The first advanced courses are to be given in July 74.
7. In conjunction with the Montana State Apprenticeship Council and the Veterans' Administration an "On-the-Job" training (OJT) program for veterans continued to be available for the correctional force. This program consists of defined job procedures for a two-year period. During FY74 an average of 16 employees were enrolled.

PROGRAM ANALYSIS

Evaluation (continued)

8. Under the financial support of the Law Enforcement Assistance Administration (LEAA) and with the joint cooperation of the University of Montana, the Prison continued its Post Secondary Education Program for its correctional force. The program provides for a 2-year certificate in the Field of Corrections and allows for the transfer of the credits to a higher degree program. It also provided for Veterans' benefits to be paid to those eligible. During FY74 an average of 43 employees participated in the program each quarter.
9. Established an Associate of Arts Degree Program for Correctional Officers through the joint efforts and cooperation of the University of Montana and the Prison. Program implementation will begin Autumn quarter 74.

Performance Indicators

FISCAL YEAR

	<u>1972</u>	<u>1973</u>	<u>1974</u>
Cost	\$147,742.00	\$146,366.00	\$170,599.00

Performance:

Employees

Count	213	219	220
Hired	54	102	135
MDTA	13	0	0
Terminated	51	111	111
Year End Count	229	220	244

Inmates

Annual per capita cost	\$ 9,894.45	\$ 9,714.01	\$ 9,760.71*
Daily per capita cost	\$ 27.10	\$ 26.61	\$ 26.74
Number of payment claims processed	2,154	2,101	2,059
Number of requisitions processed	589	466	294

*The total FY74 Prison budget figure was not utilized in the computation of these costs because it was felt that the license plate manufacturing cost (\$595,361) and the supplemental ranch operation appropriation of (\$374,213) were not directly related to the cost of housing inmates.

PROGRAM ANALYSIS

PROGRAM - CARE & CUSTODY

Goals

To utilize the personnel, procedures and material resources available to provide maximum control, retaining (custody) and protection of individuals (both male and female) committed to the facility by the courts.

To provide for the daily needs of the inmate (food, clothing, housing, etc.).

To provide for the maintenance of the legal and statistical records on persons sentenced to Montana State Prison.

To provide for the evaluation and treatment of incarcerated adult offenders through effective rehabilitation and meaningful training programs so that once they are released, they may be self-reliant and able to function as a productive member of society.

To process all inmates moving in and out of this institution, and assume responsibility of all inmate property for proper storage, distribution or delivery to the inmate.

To utilize personnel and materials to provide maximum and efficient mail service for the institution, its officials and the incarcerated inmate.

To control the movement of inmates, maintain accurate inmate movement records, and act as a liaison for any or all inmate activities.

To help prepare the offender for return to the community by providing a wholesome recreation program as an integral part of the resocialization program.

To provide for increased counseling and caseworker service for the inmate.

Objectives

Maintain security controls such that the inmates will remain in confinement until ordered released by the proper authorities.

Through close and continuous observation, study and accurate evaluations of the inmate, and through the classification process, continue to prescribe appropriate individual inmate programs. The programs are to be meaningful to the rehabilitation process and geared to prepare the inmate to be a supporting member of the society to which he will be returning.

PROGRAM ANALYSIS

Objectives (continued)

Continue to provide care and treatment for the inmates in a manner conducive to their spiritual, mental, physical well-being.

Continue to maintain a high level of classification procedures which meet institutional and state standards and goals.

Continue to develop professional skills to assist inmates in resolving problems.

Continue to develop professional skills to report observations of inmate behavior.

Coordinate the efforts of all departments in a mutually consistent and supportive manner assuring smooth institutional operation.

Continue to provide a records service supportive of all appropriate agencies.

Continue to develop a personnel staff supportive of the established standards and goals.

Continue to provide a recreation program with the opportunity and incentive for all inmates to engage voluntarily in a variety of activities.

Continue to keep the public informed and to cooperate with all the allied agencies to assure a positive public image.

Evaluation

1. Established a program which provided for the Butte Youth Service to assist in the day to day care of clients with drug related problems.
2. Established an aftercare program which provided for other service agencies to assist in the aftercare of clients with drug and alcohol related problems.
3. Increased and improved the existing Clinical Services Program by obtaining a subgrant from the State Board of Crime Control which allowed for the employment of a fulltime clinical psychologist, the continued services of a second clinical psychologist on a consultant basis, and the continued services of two trainee clinical psychologists on a parttime basis.
4. Continued the services provided by an Indian pre-parole officer/counselor through use of Federal funds awarded by the State Board of Crime Control.

PROGRAM ANALYSIS

Evaluation (continued)

5. Reviewed, revised, and implemented new Inmate Rules and Regulations.
6. Worked closely with all placement agencies to assure the best possible placement for the releasee.

Performance Indicators

FISCAL YEAR

	<u>1972</u>		<u>1973</u>		<u>1974</u>	
Cost	\$1,404,636.00		\$1,443,668.00		\$1,546,682.00	
Performance						
Total Inmate Days	94,827.00		103,600.78		116,741.60	
Average Daily Count	259.06		284.06		319.84	
Receipts	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
Received Regular	220	5	259	10	205	9
Returned Parole Violators	57	0	53	0	48	1
Violated Suspended Sentence	36	4	20	1	21	0
Violated Deferred Sentence	0	0	0	0	21	2
Returned from Warm Springs	7	10	15	10	16	7
Returned from Swan River	14	0	26	0	15	0
Returned from Galen	2	0	1	0	2	0
Returned Probation Violators	7	0	7	0	6	0
Returned by Court Order	3	0	4	0	4	0
Returned from Escape	10	1	7	2	11	1
Received under Interstate Compact	3	0	4	0	3	0
Received for Safekeeping	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>3</u>	<u>0</u>
TOTALS	359	20	396	23	355	20
Releases	375	20	350	21	328	18
Average case load per case worker	62		75		82	
Percentage of inmates participating in group counseling	50%		52%		76%	
Number of case conferences (Classification & Reclassification)	1,009		1,185		1,279	

PROGRAM ANALYSIS

Performance Indicators (continued)

FISCAL YEAR

	<u>1972</u>	<u>1973</u>	<u>1974</u>
Psychological Conferences (Referrals & Interviews)	180	171	409
Psychiatric Conferences (Referrals)	580	307	101

Prisoners in Custody on
June 30, 1974

Male: 327

Female: 8

Inmate Analysis

Admissions

	<u>Total</u>	<u>Start Sent.</u>	<u>Trans.</u>	<u>Parole Violators</u>	<u>Return Escapee</u>	<u>No Prior</u>	<u>Prior Admissions</u>
July (FY74)	27	15	4	6	2	14	13
August	22	13	4	5	0	9	13
September	19	14	3	2	0	12	7
October	32	23	2	6	1	16	16
November	31	20	3	8	0	12	19
December	40	26	7	6	1	24	16
January	33	26	2	5	0	24	9
February	33	25	3	5	1	21	12
March	37	31	3	2	1	29	8
April	36	24	5	5	2	22	14
May	31	22	6	3	0	21	10
June	<u>34</u>	<u>21</u>	<u>3</u>	<u>6</u>	<u>4</u>	<u>28</u>	<u>6</u>
TOTAL FY74	375	260	44	59	12	232	143
% FY74	100	69	12	16	3	62	38

Admissions by Crime

FY1974*

Against Person

Homicide	9
Forcible Rape	8
Robbery	19
Assault	29
Manslaughter	7
Lewd & Lascivious Acts	<u>5</u>

TOTAL 77

PROGRAM ANALYSIS

Admissions by Crime (continued)

	<u>FY1974</u>
Against Property	
Arson	2
Burglary	53
Destruction of Property	6
Larceny-Theft	34
Receiving Stolen Property	9
Crimes Involving Checks	<u>39</u>
TOTAL	143
Other	
Drugs	27
Sex	0
Other	<u>11</u>
TOTAL	38
GRAND TOTAL	258

Admissions by Race and Sex

	<u>FY1974</u>
White	187
Indian	20
Indian/White	38
Indian/Negro	1
Negro	4
Mexican	4
Mexican/White	1
Spanish	1
Spanish/White	<u>2</u>
TOTAL	258*
Male	247
Female	<u>11</u>
TOTAL	258

Admissions to Prison by Age

<u>AGE</u>	<u>FY1974</u>
17 & under	1
18-20	59
21-25	86

*New Receipts Only

PROGRAM ANALYSIS

Admissions to Prison by Age (continued)

<u>AGE</u>	<u>FY1974</u>
26-30	38
31-35	18
36-40	13
41-45	14
46-50	12
51-55	9
56-60	7
60 & over	<u>1</u>

TOTAL 258*

Releases by Month FY1974

	<u>Total</u>	<u>Paroled</u>	<u>Discharged</u>	<u>Other</u>
July	27	10	6	11
August	29	19	7	3
September	28	18	2	8
October	24	14	6	4
November	22	16	2	4
December	26	21	4	1
January	21	9	8	4
February	29	19	3	7
March	33	24	4	5
April	37	24	5	8
May	36	24	7	5
June	<u>34</u>	<u>21</u>	<u>3</u>	<u>10</u>
TOTAL	346	219	57	77

Releases by Type FY1974

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Parole Regular	199	8	207
Parole in custody	11	1	12
Discharged Regular	24	0	24
Discharged with Balance Suspended	32	1	33
Deceased	2	0	2
Escaped	15	0	15
Transferred to Warm Springs	18	8	26

*New Receipts Only

New Receipts only are defined as those inmates who are received regular, violated suspended, or deferred sentences.

PROGRAM ANALYSIS

Releases by Type FY1974 (continued)

	<u>Male</u>	<u>Female</u>	<u>Total</u>
Transferred to Swan River	12	0	12
Released on Bond	1	0	1
Released by Court Order	5	0	5
Released for Interstate Transfer	4	0	4
Transferred to Pine Hills	1	0	1
Safekeeping Release	1	0	1
Discharge & Remains	1	0	1
Transferred to Galen	<u>2</u>	<u>0</u>	<u>2</u>
TOTAL	328	18	346

Manpower Staff-Inmate Rations FY1974

<u>Category</u>	<u>Ratio</u>
Correctional Staff	1:2.64
Treatment	1:22.86
Medical	1:53.33
Teachers	1:26.67
Support	1:4.71
Overall (221:320)	1:1.45

PROGRAM - GENERAL SERVICES AND PHYSICAL PLANT

GOALS

To maintain in an operating condition, the total physical plant (including all utilities, services, and buildings) for the health, welfare, comfort, and safekeeping of those incarcerated at the Prison.

To continue to provide for the rehabilitation of the incarcerated by conducting apprenticeship type training in the crafts skills.

OBJECTIVES

Effectively and economically maintain and repair all Prison facilities.

Continue working with those agencies who are concerned for furthering the improvement of all present facilities.

Continue to improve apprenticeship training program for craft skills.

PROGRAM ANALYSIS

OBJECTIVES (continued)

Provide in-service training to the correctional staff on emergency physical plant procedures.

EVALUATION

1. Completed the 900 unit cattle feedlot construction.
2. Installed new refrigeration unit in drip cooler at slaughter house.
3. Put into a test operation the new domestic water supply controls - ranch area.
4. Installed 2.5 miles of 12,000 volt powerline.
5. Installed 2 new silo graineries on the prison ranch.
6. Renovated spillway on tin-cup reservoir.
7. Worked closely with architects on the new correctional facility.
8. Worked closely with Federal and State inspectors on both the meat and dairy processing plants for physical improvements and continued certification.
9. Met all requirements of the State Industrial Accident Board and Electrical Board.

PERFORMANCE INDICATORS

FISCAL YEAR

	<u>1972</u>	<u>1973</u>	<u>1974</u>
Cost	\$585,565.32	\$562,273.00	\$734,552.00
Performance			
Number of Maintenance work orders processed	1,500	1,470	1,874
Number of job type work orders processed	500	516	674

PROGRAM - EDUCATION

GOALS

Provide meaningful Adult Basic Education, Post Secondary Education, and Vocational Education Training Programs for incarcerated adults. The programs

PROGRAM ANALYSIS

GOALS (continued)

are to be oriented toward the inmates' rehabilitation and are to enhance the inmates' abilities to become supporting members of society. The programs are to be the vehicles that will provide the inmates with saleable skills and attitudes that will be acceptable by society.

OBJECTIVES

Continue the Adult Basic Education Program for those inmates who have not obtained a primary or secondary education level. This is necessary in order to raise the inmate's level of employability.

Continue to assist in establishing a Post Secondary Education Program for those inmates capable of post secondary work.

Continue to encourage maximum inmate participation in programs which will be beneficial to them in their rehabilitation process.

Continue to cooperate with the Rehabilitative Services Division in their efforts to provide vocational training for the incarcerated.

Continue to provide in each vocational training program a standard that is universally acceptable to industry.

Continue to increase the inmates' faculties so that they may be able to generalize from a confined and controlled environment to one of being supporting members of society.

EVALUATION

1. The Adult Basic Education (ABE) Staff continued the development and improvement upon a teaching technique being utilized in their ABE inmate program. The technique is one developed on a programmed learning basis which employs maximum use of audio visual training aids. It allows for individual learning compatible with the students' abilities. The ABE program is meaningful to the inmate and it complements the other educational programs offered at Montana State Prison.
2. Continue to expand the total Vocational Training Program by obtaining program approval for three additional apprenticeship type programs for implementation in FY75.
3. Expanded the Post Secondary Education Program to four courses per quarter through Federal funding provided by the State Board of Crime Control. Program recapitulation for FY74 is as follows:

PROGRAM ANALYSIS

EVALUATION (continued)

Courses offered	15
Quarter credits offered	56
Student enrollees	284
Average student enrollment	18.9
Grade distribution	
A's	52
B's	65
C's	53
D's	14
F's	40
Drops	1
Withdrawals	9

From the preceeding results, we feel the program has been a success primarily because it is a program which meets the needs of the young offender and one that may provide the spark which may make possible that change in his (the young inmate's) life we, as rehabilitators, so often seek. Too, the Post Secondary Education Program, per se, is probably not the answer for all correction's clients and especially not if the "success path" remains restricted to higher education as the only success path. In today's Penal Institutions, we must program enough resources so that true rehabilitation may become a reality.

PERFORMANCE INDICATORS

FISCAL YEAR

	<u>1972</u>	<u>1973</u>	<u>1974</u>
Cost			
Adult Basic Education Program	\$ 49,840.29	\$ 50,645.00	\$ 54,818.00
Manpower Development and Training	186,439.27	145,933.00	31,289.00
Inmate training	-0-	-0-	135,500.00
Performance			
ABE Program			
Inmates' Average Standard			
Achievement Test Score	7.7 grade	8.5 grade	8.2 grade
Number enrolled in academic			
classes	120	130	117
Total possible student hours	16,585 hours	18,000 hours	17,200 hours
Teacher hours	7,780 hours	8,000 hours	7,200 hours
Number of GED Certificates			
granted	27	40	37
Number taking correspondence			
courses	10	5	2

PROGRAM ANALYSIS

<u>PERFORMANCE INDICATORS</u> (continued)	FISCAL YEAR		
	<u>1972</u>	<u>1973</u>	<u>1974</u>
MDTA Program			
Number of Vocational Training Courses (open entry - open exit type)	3	3	0
Number enrolled in Vocational Training Courses	70	101	0
Vocational Training Programs Sponsored by State	(none)	(none)	3
No. enrolled in Vocational Training Courses	0	0	73

PROGRAM ANALYSIS

PROGRAM - RANCH & DAIRY

GOALS

Provide and deliver beef, pork, milk, other dairy products, and eggs, to the state institutions at Galen, Warm Springs, Twin Bridges, Boulder, Helena, Miles City, Columbia Falls, Swan River, and Deer Lodge the year around.

OBJECTIVES

Provide a well-integrated overall plan for land utilization.

Achieve a balance of animal units in order to provide the beef needs for all institutions. This is to be accomplished by establishing and maintaining a feed lot operation.

Maintain accurate and usable records of production and usage in all phases of the operation.

Constantly seek means of increasing production at a lower cost of man hours and capital outlay.

Establish water development projects.

Continue our efforts to stabilize ranch production.

EVALUATION

1. Fully implemented the cattle feedlot operation which provides for an average of 600 cattle to be on feed at all times. This is necessary so that an annual beef need of 551,000 pounds of carcass meat would be available for institutional needs.
2. Conducted a study of the beef herd and the ranch's feeding program. This study was conducted by Montana State University, and as a result, a firm breeding program was established. The program calls for one half of the herd to be maintained as straightbred Herefords, and the other half maintained as Angus-Hereford cross cows. This arrangement over a limited period of time, should provide the ranch with ample feeders for the feedlot operation, as well as programmed replacements for the production herd.
3. Leasing arrangements were made for the range land at Boulder. The lease provides total annual savings of approximately \$600 while we maintained the same benefits of winter feeding of cattle. Maintenance of the buildings was assumed by the leasee.

PROGRAM ANALYSIS

EVALUATION (continued)

4. A share crop lease was entered into with a local rancher. The lease covered approximately 500 acres of dry land. The leasee was to irrigate the acreage and do the necessary farming. The Prison was to harvest and keep 35% of the produced crop.
5. Conducted preliminary soil conservation surveys. This action should provide us with the information to better utilize the ranch lands.
6. With the prison ranch being charged with the responsibility of producing ample pork to meet the needs of those institutions serviced, plans were established to increase the swine herd to 1,600.
7. The other ranch function - the dairy operation, hay production, grain production, crop rotation, and etc. were handled on a routine basis reflecting no major changes from past years of operations.

PERFORMANCE INDICATORS

FISCAL YEAR

	<u>1972</u>	<u>1973</u>	<u>1974</u>
Cost	\$391,236.76	\$361,064.00	\$794,739.00*
Total Market Value on Production			\$1,203,942.14
Total Ranch Production Costs			<u>\$ 731,484.06</u>
		Difference	\$ 472,458.08

*Includes budget supplemental for feeds purchased due to drought condition during calendar year 73

PROGRAM ANALYSIS

PROGRAM - BUREAU OF IDENTIFICATION (PRISON RECORDS)

This program's goals, objectives, and evaluations were incorporated with the Care and Custody Program.

PERFORMANCE INDICATORS

FISCAL YEAR

	<u>1972</u>	<u>1973</u>	<u>1974</u>
Cost	\$53,637.78	\$49,317.00	\$27,899.00

PROGRAM ANALYSIS

PROGRAM - LICENSE PLATE MANUFACTURING

GOALS

Provide for the manufacturing of all license plates utilized by the state and its legal residents.

OBJECTIVES

Continue to produce license plates on a regular basis to meet the needs of state and local agencies and state residents.

Constantly work for better utilization of the dollar by assuring production at the lowest cost.

Prepare for the moving of the License Plate Manufacturing equipment to a new building so that currently used building can be renovated as part of the new correctional facility.

EVALUATION

1. The production of calendar year 75 license plates are on schedule and no major problems are foreseen in producing the remainder needed for "75".

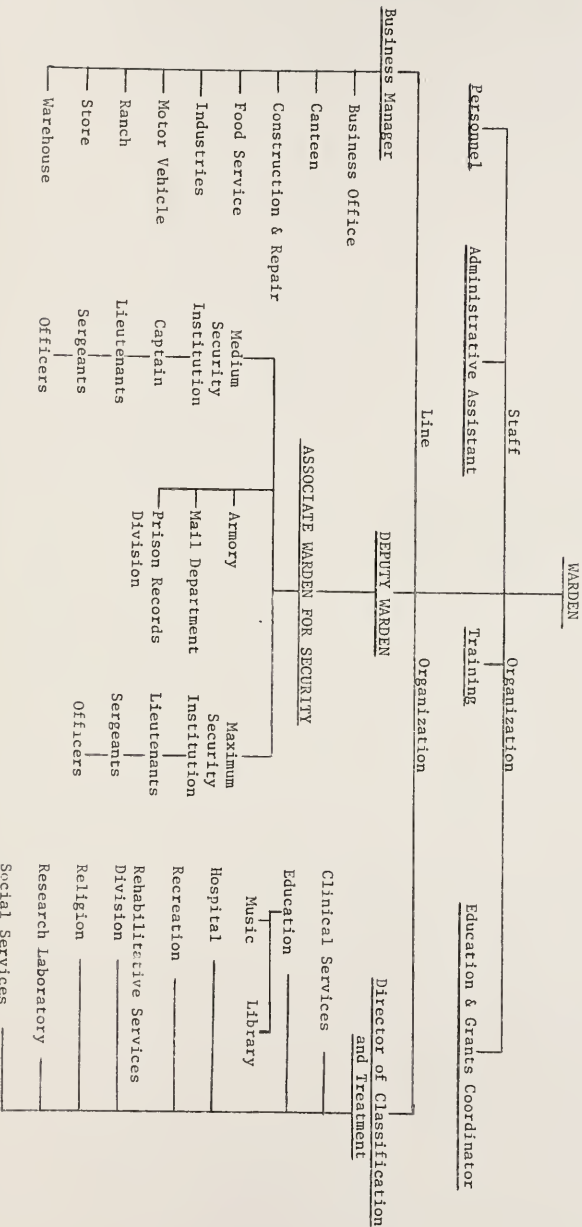
PERFORMANCE INDICATORS

FISCAL YEAR
1974

Cost	\$595,361.00
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AGENCY ORGANIZATION

MISSISSIPPI STATE PRISON



SWAN RIVER YOUTH FOREST CAMP
ANNUAL REPORT

TO THE
GOVERNOR OF MONTANA
HONORABLE THOMAS L. JUDGE

FOR THE
FISCAL YEAR ENDED
June 30, 1974



P.O. BOX 99 - (406) 754-2292
SWAN LAKE, MONTANA 59911
MELVIN MOHLER
SUPERINTENDENT

BOARD MEMBERS

RICHARD V. BOTTOMLY, GREAT FALLS
JOHN M. CROSS, GLENDALE
FLOYD C. HAMILTON, LIVINGSTON
WILLIS M. McKEON, MALTA
JOHN W. STRIZICH, M.D., HELENA

A small circular stamp with the text "OCT 6 1974" and the number "2".

The Honorable Thomas L. Judge
Governor of the State of Montana
State Capitol Building
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirement of Section 82-4001, and 82-4002, R.C.M. 1947, there is herewith transmitted to you the annual report of the Swan River Youth Forest Camp covering the fiscal year ended June 30, 1974.

We are happy to report to you that the youth camp has experienced another successful year.

The Courts of Montana are using the Direct Commitment process at a greatly expanded rate. The current population is 50% Direct Commitments with the last six months showing that 90% of the commitments during the last six months have been Direct Commitments.

The population has increased until it is averaging 42-45 boys per day. We have been able to meet the expectations of the Legislature that the youth camp be used more than in the past. We are very nearly at 100% of capacity.

Respectfully submitted,

Melvin Mohler
SUPERINTENDENT

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Counseling and Supervision	8 & 9
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AGENCY ORGANIZATION

DEPARTMENT OF INSTITUTIONS 1236 E. 6th Ave., Helena

Edwin G. Kellner	Director
Lawrence E. D'Arcy	Deputy Director
Thomas Brooks	Administrator, Audit and Accounting Division
Thomas L. Gooch	Administrator, Personnel Division
Kurt Chisholm	Administrator, Research and Evaluation Division
John Thomas	Administrator, Community Services Division

SWAN RIVER YOUTH FOREST CAMP P.O. Box 99, Swan Lake

Melvin R. Mohler	Superintendent
Gerald E. Underwood	Assistant Superintendent
Donald A. Huwe	Director of Counseling
Gladys Hellyer	Accountant

BOARD OF INSTITUTIONS

OFFICER	TERM OF OFFICE	HOME ADDRESS
Willis M. McKeon, Chairman	1-9-73 - 1-3-77	425 S. 1st Ave. W., Malta
Richard V. Bottomly, Member	7-2-69 - 7-1-75	1101 11th N.S., Great Falls
John M. Cross, Member	7-1-70 - 7-1-75	1510 E. Ames Wye, Glendive
Floyd C. Hamilton, Member	7-8-71 - 7-1-76	East of Livingston
John W. Strizich, M.D., Member	7-31-73 - 1-3-77	1500 Cannon, Helena

LEGAL REFERENCES

GENERALLY

The Swan River Youth Forest Camp is included in Title 80, Chapter 14 - State Department of Institutions.

- 80-1403. Institutions in Department.
- 80-1410. Establishment of Juvenile correctional facilities.
- 80-1411. Control and management of Juvenile correctional centers.
- 80-1412. Youth Forest Camp - Work Program State Forester.
- 80-2210. Commutation of sentence of person under 21 and transfer to Youth Camp and transfer to Youth Camp of person under 25 from Montana State Prison.
- 10-611. Direct Commitment to Youth Camp.
- 10-612. Commitment procedure.
- 95-2206. Sentence--Montana Criminal Code.
- 10-1222. Disposition of delinquent youth.
- 10-1229.6. Transfer to Criminal Court--Commitment.

SPECIAL

Administrative action established the following programs:

1. Administration
2. Counseling and Supervision
3. General Services
4. Education and Training

MAJOR RESPONSIBILITIES

The Swan River Youth Forest Camp has the major responsibility to meet the needs of its wards who are received from three (3) referral sources. Namely Direct Court Commitments, Pine Hills School, and Montana State Prison. The youth camp is an excellent place for these needs to be met because of the setting and milieu which exist here better than any other state institution.

MAJOR ACCOMPLISHMENTS

1. The population for the past year has been at nearly 100% capacity. This was a major concern of the State Legislature. They had instructed the youth camp to endeavor to make better use of the facilities.
2. Direct Court Commitments continue to be the primary source of new admissions.
3. The total camp operation was successful and fiscal control was exceptional even during a period of uncontrollable price increases with no deficiency spending.
4. The governor's order to conserve fuel last winter resulted in the youth camp heating with as much wood as possible by maintaining a constant fire in the large fireplace in the lodge, installing barrel heaters in the vehicle building, and turning down thermostats. The savings were significant.
5. The volunteer program through the University of Montana U.Y.A. was initiated and looks promising with one volunteer at the present. Grandma Jessie McCulloch is 84 years old, from Darby, and a student at the University of Montana. She is a remarkable woman who is helping young men by teaching them how to sew by hand and with machine, how to embroidery, mend clothing, iron clothing, etc.

PROGRAM SUMMARY

<u>ADMINISTRATION PROGRAM</u>	<u>1972-73</u>	<u>1973-74</u>	<u>Increase (Decrease)</u>
Total Amount Charged to Program	\$48,504	\$52,505	\$ 4,001
Total Program Costs:			
Personnel Services	40,628	43,985	3,357
Operating Expenses	7,875	8,120	244
Equipment		400	400
Funding Source:			
General Fund	46,770	1,456	(45,314)
Federal and Private	1,734	1,566	(168)
Revenue Sharing		49,483	49,483

<u>COUNSELING AND SUPERVISION PROGRAM</u>	<u>1972-73</u>	<u>1973-74</u>	<u>Increase (Decrease)</u>
Total Amount Charged to Program	\$101,224	\$124,190	\$ 22,966
Total Program Costs:			
Personnel Services	93,724	107,242	13,518
Operating Expenses	7,500	16,948	9,448
Funding Source:			
General Fund	60,209	32,902	27,307
Federal and Private	41,015	47,567	6,552
Revenue Sharing		34,977	34,977
Swan River Revolving Clothing Act.	(6,072)*	8,744	1,672

NOTE: *This account was carried in the
General Services Program in Fiscal '72-73.

PROGRAM COST SUMMARY

<u>EDUCATION AND TRAINING PROGRAM</u>	<u>1972-73</u>	<u>1973-74</u>	<u>Increase (Decrease)</u>
Total Amount Charged to Program	\$31,668	\$26,384	(\$ 5,284)
Total Program Costs:			
Personnel Services	8,563	9,281	718
Operating Expenses	20,015	17,103	(2,912)
Equipment	3,090		(3,090)
Funding Source:			
General Fund	21,674	14,671	(7,003)
Federal and Private	9,994	10,968	974
Revenue Sharing		745	745

<u>GENERAL SERVICES</u>	<u>1972-73</u>	<u>1973-74</u>	<u>Increase (Decrease)</u>
Total Amount Charged to Program	\$73,026	\$61,983	\$11,043
Total Program Costs:			
Personnel Services	23,448	26,561	3,113
Operating Expenses	43,777	34,576	(9,201)
Equipment	5,801	846	(4,955)
Funding Source:			
General Fund	61,954	10,221	(51,733)
Federal and Private	5,000		(5,000)
Revenue Sharing		51,726	51,726
Swan River Revolving Clothing Act.	6,072*		

NOTE: *This account was put into the Counseling
and Supervision Program for Fiscal '73-74
Actual increase shown in that program.

PROGRAM ANALYSIS

ADMINISTRATION PROGRAM

PROGRAM GOALS

Maintain an efficient operation that will best serve the State of Montana and meet the needs of the residents.

PROGRAM OBJECTIVES

1. Provide overall direction to the youth camp program.
2. Continue the good relationship between cooperating agencies namely State Forestry and Rehabilitative Services.
3. Endeavor to overcome fluctuating populations.
4. Recognize that staff moral is one of the most important aspects of the youth camp operation.

PROGRAM EVALUATION

1. Effective fiscal control has been evident as no budget deficiency was necessary.
2. State Forestry and Rehabilitative Services Division continued to have an exemplary relationship with the youth camp that was evident when the young men in our program are evaluated.
3. The population has remained at near capacity during the past fiscal year.
4. Staff training programs were continued and all staff included in "Participatory Management" of the youth camp.

PROGRAM ANALYSIS

COUNSELING AND SUPERVISION PROGRAM

PROGRAM GOALS

Our goal is to have each resident participate in a well-rounded program that will develop the self-discipline, social awareness, and work habits that an individual must have if he is to live a productive life in our society, and at the same time increase the assets of public resources in our state.

PROGRAM OBJECTIVES

1. To continue developing a counseling team effort that is characterized by love, enthusiasm, optimism, and a friendly feeling for each other and every resident.
2. To continue to upgrade our counseling staff through the requirement of a Bachelors Degree for casework counselors, and the continuation of our University of Montana staff training program.
3. To continue and to enlarge the Recreation Program that began this year with the help of the University of Montana's Recreation Department.
4. To continue to meet the physical, mental, social, and spiritual needs of our residents as best we can, in the shortest time possible, yet maintain a low recidivism rate.
5. To continue the use of Action volunteers, in the counseling and supervision program, that began this year.
6. To provide the best health and dental care possible with the resources we have available through the Rehabilitative Services Division.
7. To provide individual, group, and informal counseling in regard to each resident's problems, progress, goals, and plans for the future.

PROGRAM ANALYSIS

COUNSELING AND SUPERVISION PROGRAM (Continued)

PROGRAM EVALUATION

1. We have had many more Direct Court Commitments sent to us by the district court judges, because of efforts to make the courts aware of our program and services.
2. We have operated at near our capacity of 50 residents through this past year.
3. We have for the first time this year used Action Volunteers successfully in our program.
4. We have upgraded our counseling staff to a much higher level of training and experience than we had attained in the past.
5. We have started a new Recreation Program, with the help of the University of Montana Recreation Department.
6. We have continued with a program that is successful in rehabilitating youthful offenders.

PERFORMANCE INDICATORS

.....FISCAL YEAR.....

	1972-73	1973-74
Average Daily Population	32	41
Average Length of Stay (months)	5	5.25
Average Caseload per Counselor	6	6.8
Average Number FTE	11.0	12.0
New Admissions	73	74
Re Admissions	14	3
Return from Aftercare	12	18
Discharges	26	32
Transfers to Other Institutions	11	9
Number <u>P</u> articipating in Title I Program	59	54

PROGRAM ANALYSIS

EDUCATION AND TRAINING

PROGRAM GOALS

Continue to develop and operate a training and educational program that will meet the educational needs of each resident based on his situation, interests, abilities, and aptitudes.

PROGRAM OBJECTIVES

1. Determine interests and abilities through objective testing and subjective evaluations.
2. The educational program will use Title I funds as long as available and Crime Control funds if possible.
3. Mold the educational program as an integral part of the total rehabilitative effort leading to successful placement.
4. Continue to develop pre-mechanical program.
5. Continue to aid students in developing goals for further training and education that is necessary after being released.
6. Continue with major emphasis on the G.E.D. program, special needs, driver training, and crafts.
7. Enter into placement planning with Rehabilitative Services for each young man in the program.

PROGRAM EVALUATION

1. Testing and evaluation performed on 100% of students enrolled in program.
2. Title I fund, Crime Control fund, and State funds are mixed to operate the education program.
3. 80% of students entering program are achieving their G.E.D.
4. 90% of students entering driver's education are passing the driving test and receiving Montana Driver's Licenses.
5. 50% of students will show a 2 - 3 year gain in reading ability.
40% of students will show a 1 - 2 year gain in reading ability.

PROGRAM ANALYSIS

EDUCATION AND TRAINING

PROGRAM EVALUATION (Continued)

5. 50% of students will show a 3 - 4 year gain in spelling ability.
40% of students will show a 1 - 3 year gain in spelling ability.
50% of students will show a 3 - 4 year gain in math ability.
40% of students will show a 1 - 3 year gain in math ability.
95% of students in special needs will show improvement.
100% of students in crafts will show improvement as measured by their finished product.

PERFORMANCE INDICATORS

.....FISCAL YEAR.....

	1972-73	1973-74
Number enrolled in education program	59	54
Number of G.E.D. certificates earned	13	13
Average number assigned to State Forester	20	26
Value of work for State Forester	\$50,000	\$64,689
Man days worked for State Forester	2,000	5,069

PROGRAM ANALYSIS

GENERAL SERVICES

PROGRAM GOALS

Maintain a clean, well-organized, sanitary, and neat appearing physical plant. Operate food services, resident clothing sales, responsible for all inventories, and aid in rehabilitation of residents.

PROGRAM OBJECTIVES

1. Continue and refine a preventive maintenance schedule and systematic painting schedule.
2. Serve wholesome, attractive, and nutritious meals with money available.
3. Continue highly successful clothing sales program.
4. Maintain inventory schedule and system and keep it accurate and current.

PROGRAM EVALUATION

1. The maintenance program is sound as the buildings and grounds look nice and are in good order.
2. The food service continues to serve good meals and still stay within the food budget.
3. The clothing sales program is working well.
4. Operated the vehicle building last year almost entirely with wood as the source of heat.

PERFORMANCE INDICATORS

	FISCAL YEAR.....	
	1972-73	1973-74
Number Meals Served	37,600	46,105
Food Cost per Meal (Including Market Value of Meat Supplied by M.S.P.)	\$.361	\$.499
Clothing Sales	\$7,950.00	\$8,800.00

State of Montana

Montana Veterans' Home

GVERNOR
THOMAS L. JUDGE
DIRECTOR, DEPARTMENT OF INSTITUTIONS
EDWIN G. KELLNER

BOARD MEMBERS

WILLIS M. MCKEON, MALTA, CHAIRMAN
RICHARD V. BOTTOMLY, GREAT FALLS
JOHN M. CROSS, GLENDALE
FLOYD C. HAMILTON, LIVINGSTON
JOHN W. STRIZICH, M.D., HELENA



SUPERINTENDENT
RICHARD P. WALSH
P.O. BOX 250
COLUMBIA FALLS,
MONTANA
59912

September 30, 1974

The Honorable Thomas L. Judge
Governor of the State of Montana
Capitol Building
Helena, Montana 59601

RECEIVED
SEP 30 1974

DEPARTMENT OF
INSTITUTIONS

Dear Governor Judge:

In accordance with Section 82-4002, R. C. M. 1947, we herewith transmit the report of the Veterans' Home for the fiscal year July 1, 1973 to June 30, 1974.

Major accomplishments during the year were:

Began operation of the Nursing Care wing February 19, 1974.

Attained 127 of 140 membership goal.

Installed 50 H.P. motor and irrigation pump for the garden.

Raised 5 acres of garden produce and 10 acres potatoes.

Thirty foot wide entrance with rock entry gate/planters built.

Smoke detection system completed in Mens' Building this March.

County bridge crew installed a dock on river below the Home.

In addition there have been gratifying results in the smooth changeover to doubling the Veterans' Home staff, as required by round the clock nursing care.

Sincerely,

A handwritten signature in cursive script, appearing to read "Richard P. Walsh".

RICHARD P. WALSH
Superintendent
MONTANA VETERANS' HOME

ANNUAL REPORT

OF THE

MONTANA VETERANS' HOME

Columbia Falls, Montana

TO THE

GOVERNOR OF MONTANA

HONORABLE THOMAS L. JUDGE

For the Fiscal Year ended

June 30, 1974

ANNUAL REPORT
of the
MONTANA VETERANS' HOME
1973-1974

T A B L E O F C O N T E N T S

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AGENCY ORGANIZATION

PRINCIPAL OFFICES AND OFFICERS

ADMINISTRATIVE

Box 250 Columbia Falls

Location - one mile South West of Columbia Falls

Office located South Corridor of New Facility.

Nursing Wings located North Corridor of building.

Superintendent and Nursing Home Administrator	Richard P. Walsh
Accountant	Robert G. Feenan
Accounting Clerk	Jacqueline Armstrong
Clerk-Steno/Medical Secretary	Phyllis Eisenzimer
Inventory Control	Barbara Hinsz
Nurse in Charge of Nursing Home	Jennie Ladenburg

ADVISORY BOARD

J. Hugo Aronson	Veterans' Home, Columbia Falls
John Austin	Highway 93 S., Whitefish
Howard Austin	Rt. 4, Kalispell
Dr. W. F. Bennett	Box 100, Columbia Falls
Rev. G. Ray Davis	111 3rd St. E., Columbia Falls
Harris Endreson	1219 5th Ave. W., Columbia Falls
Rev. Robert Hartman	St. Mary's Church, Helena
Melvin Kastella, Chairman	25 Central Ave., Whitefish
William Liddicoat	169 3rd Ave. E. N., Columbia Falls
Fred Metcalf	Veterans' Home, Columbia Falls
Stephan Rowlan	Flathead Drive, Kalispell
George Siderius	Somers Stage, Kalispell

MONTANA VETERANS' HOME MEMORIAL FOUNDATION FUND, INCORP.

Howard Austin, Secy.-Treas.	Rt. 4, Kalispell
James Cumming, Attorney	17 6th Street E., Columbia Falls
Harris Endreson	1219 5th Ave. W., Columbia Falls
William Liddicoat, Chairman	169 3rd Ave. E. N., Columbia Falls
Melvin Ruder	303 3rd Ave. E., Columbia Falls

Memorial Foundation funds provided \$2,200.00 for the rock Gateway-Entry project, which was designed by the Landscape For The Council On Natural Resources and Development, September, 1970.

LEGAL REFERENCES

The Montana Veterans' Home was established by an act of the State Legislature, Fourth Legislative Assembly in 1895 and known as the "Soldier's Home" at Columbia Falls.

Title 7, Section 5, Chapter 199 in the 1965 Rules and Regulations on admission, custody, transfer and release of residents and the custody, expenditure and receipt of moneys at Institutions.

Title 7, Section 20 - Name to be known as " Montana Veterans' Home" providing home and subsistence for honorably discharged veterans' and wives or widows, as space permits.

Title 7, Section 22 - Eligibility requirements:

- (1) Honorably discharged U. S. Armed Forces veteran, or wife or widow of a veteran.
- (2) Semi-invalid unable to earn a livelihood as a result of disability, and ambulatory.
- (3) Two years residency, prior to application for admission, in Montana.
- (4) Not having been convicted of a felony or a crime involving moral turpitude.
- (5) Non-alcoholic or having a history of habitual inebriation.
- (6) Women, minimum of 50 years age.

Civil Rights Act

Title 6, Department of Health, Education and Welfare:

All honorably discharged veterans are eligible, regardless of sex, race, color, creed or national origin.

MAJOR RESPONSIBILITIES

ADMINISTRATION PROGRAM

Maintain records and provide effective controls in order to create a pleasant atmosphere among the residents and employees for the benefit of all concerned. To strive for decisions in each program that will produce efficiency, progress and economy, wherever possible. To maintain or improve upon the existing standards.

CARE AND SERVICES

Provide for Domiciliary residents, which in some cases may be wives or widows, unless a veteran in her own right. Furnish lodging, meals, biweekly medical attention as needed, laundry service, transportation to Columbia Falls, and a regular schedule of recreation, hobbies and crafts for those who wish to participate.

To care for the Home cemetery and keep a record of each burial. To improve or keep in good repair all buildings and equipment. To utilize the resources available; in particular the fertile land for crops as our budget and personnel allow, in order to economize, whenever possible.

NURSING CARE PROGRAM

To care for a maximum of forty patients, non-veterans not to exceed 10% of the census. We are licensed to care for twenty Intermediate A and twenty skilled nursing patients.

To furnish twenty-four hour nursing care to all patients in accordance with Federal and State extended care regulations.

In all instances both physical and occupational therapy is used in an attempt to achieve their highest level of self care and independence.

MAJOR ACCOMPLISHMENTS

ADMINISTRATION

We attained a total of 127 members on the rolls, compared to 88 the previous year. Thirty-six of these were in the Nursing Home. Considerable work was involved in preparation of this new wing, which opened in February, 1974. The most qualified nursing staff available was employed to provide the necessary levels of care required by the patients. The operation of the Nursing Home was responsible for an even larger increase in communications than had been anticipated. Still, we operated within our budget, and since we did not hire one administrative employee until November we did revert some personal services funds.

CARE AND SERVICES

The installation of a 50 H.P. motor and pump irrigation system on the Flathead river to provide water for the gardens, potato fields and orchards was a step forward. We were able to supply our own potato crop needs, and some for the Youth Camp, Prison and other Institutions. In addition, hay and grain crops are being grown for credit toward Prison meats. Five acres of garden produce was eaten fresh, canned or frozen. Members who were able to help with the gardens, including the flowers, benefited health-wise. One-hundred thirty-two various fruit trees were re-planted, as the bulk of the orchard donated by the American Legion Post, Department of Montana, died last year. These were replaced at no charge by the supplier.

A thirty foot wide entrance to the Home, replacing the former narrow width, was a safety factor. Two 8' high angled top with 12' bottom width gateways were constructed on each side of the road. They are of Montana native rock and have wide planters for flowers across the base of each. These were built by a local mason with funds from the Montana Veterans' Home Memorial Foundation, Inc. The money was donated by a former member in the name of the American Legion and Veterans' of Foreign Wars, Department of Montana. These veterans'

-5-
MAJOR ACCOMPLISHMENTS
con't.

organizations each furnished a commemorative plaque to be mounted on the wall face.

The smoke detection system was installed in the Mens' Building per fire code regulations, which now allows members to be housed on the second floor.

The Flathead County bridge crew installed a 16' x 32' steel dock, with the steel material which was used at Libby Dam during construction. The dock forms a launching area for boats for pleesure use and possible rescue operations. In addition it will protect the river bank and provide a recreational vista for members enjoying the park facilities. This area is where some of the Home picnics are held.

NURSING CARE

The Nursing Home was completed the latter part of January. The nursing staff was hired and after many months of preparation the equipment and supplies were put to good use. Dedication of the wing was held May 18th. Edwin G. Kellner, Director of the Department of Institutions, Helena, and Harry Warren, Veterans' Administration, Washington, D. C., were the main speakers. It was well attended and many persons had the opportunity to tour the modern facility. We were able to admit thirty-six of a maximum of forty patients by June 30, 1974. The Whirlpool bath has benefited the patients from the standpoint of therapeutics and a general state of well being. In addition, the physical therapy treatments are proving most beneficial.

PROGRAM COST SUMMARY

02 CARE AND SERVICES PROGRAM

Expenditure Category	Total	General Fund	Federal Revenue	Other
Personal Services	146,305	393	145,912	
Operating Expenses	68,395	67,349	82	964
Equipment	2,107	2,107		
Capital Outlay	28	28		
TOTAL	216,835	69,877	145,994	964

71.9 is the average daily population in the Domiciliary, with 91 on the roll June 30, 1974. Of these, eleven are women. The suggested maximum is 100. Several more have been accepted and will enter the Home in the near future.

Twenty employees are employed full time. Two Emergency Employees Act persons were absorbed into the staff when two retired. We were also aided by one work-study student for three months in 1973.

Members are charged by the State, Department of Institutions Reimbursement Division, Helena, according to their ability to pay. This is based on a sliding scale, with no charge to those with incomes of less than 100.00 per month.

During the year 103,556 meals were served at the Home, with the average cost per meal for food, .217.

Average cost per day of care, excluding capital, is 7.09.

Total days of care in the Domiciliary for the year is 26,276.

PROGRAM DESCRIPTION AND PERFORMANCE ANALYSIS

con't.

marshal's specifications.

5. No major accidents among employees.

NURSING CARE

Goals

Strive for kind, considerate care and treatment for all patients, bearing in mind the physical, emotional and spiritual needs of all, regardless of race, creed, color or national origin.

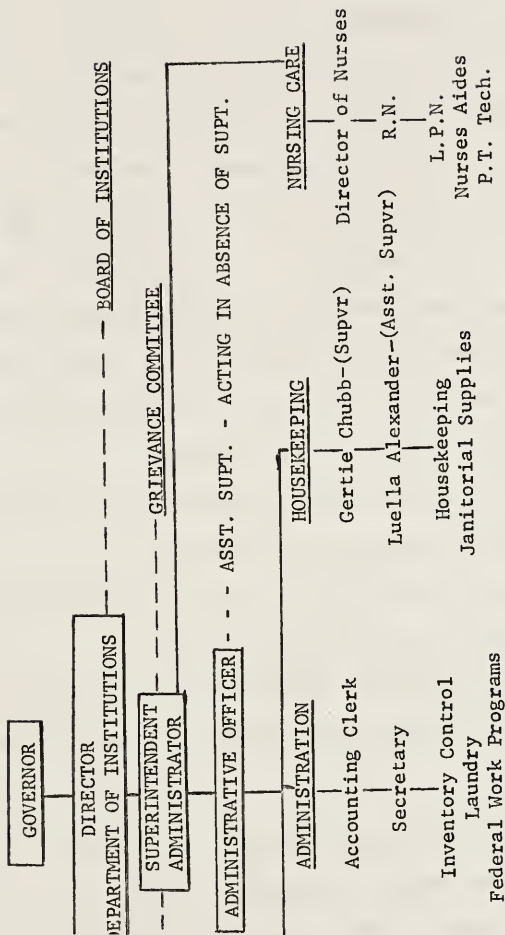
Objectives

1. Provide special diets as required.
2. Dispense medications and nursing attention per physician's orders.
3. Work in close cooperation with Home physician.
4. Strive for kind and considerate treatment of all patients at all times.
5. Physical therapist trainee to assist each patient the doctor orders to achieve and maintain his highest level of self care and independence.
6. Whirlpool baths to provide therapeutic care.
7. Meals served from mobile cart in heated trays per diet requirements.
8. In so far as possible, allow for the immediate family to be with their loved ones during visiting hours.

Evaluation

1. The Veterans' Home nursing staff meets State and Federal laws and regulations.
2. The staff also consists of other personnel as required and needed for good patient care and to meet the needs of all patients as stated in the Policies, Bylaws, Rules and Regulations of the facility.
3. The restorative nursing care is practiced only by the personnel properly trained for this task, ordered by the physician, and reviewed periodically for improvement and additions.
4. In-service educational programs and demonstrations, as well as other educational meetings, schools, films, etc. are being made available to the nursing staff.
5. Comprehensive medical records and histories of each patient to meet requirements.

TABLE OF ORGANIZATION
MONTANA VETERANS' HOME



ADDENDUM

VOLUNTEERS

The Home has benefited in many ways this past year because of the many hours of service donated by members of the community and interested organizations. The service organizations cannot be thanked enough. The American Legion women come to the Home once a week for quilting and leathercraft work. Also a regular monthly birthday party is given. Funds come from the State Department, as well as the local Auxiliaries. The Columbia Falls High School students donate time as "Candy Strippers" and Orderlys for a schedule of two hours a day, weekdays, during the school term. They are much appreciated in the Nursing Home.

The Elks leathercraft program has again provided hides for leather work. This is a popular pastime among some of the members.

The Veterans of Foreign Wars local Auxiliary sponsors a hospital cart service for patients unable to make purchases in town.

The Cootiettes gave a rocker to match the Nursing Home furnishings.

The Conrad V.F.W. Post gave a wheel chair to match the one the Department gave the Nursing Home.

Many interested persons spent hours knitting and crocheting colorful afghans which have been put to good use by the members.

One Domiciliary member donated a table saw for the carpenter shop hobby room. Many of the members residing here have been responsible for the beauty of the grounds, as well as volunteers from town who help planting the hundreds of flowers that are planted each spring. Our local nurseries have also been generous with donating almost as many as we purchase. Some members are mainly responsible for the beauty of the Cemetery. Members change the hoses around during watering of the extensive lawns, mow the grass and help hoe the gardens. Some have also helped with preparation of the vegetables and picking fruit.

ANNUAL REPORT
OF THE
WARM SPRINGS STATE HOSPITAL



TO THE
GOVERNOR OF MONTANA
HONORABLE TOM JUDGE

FOR THE
FISCAL YEAR ENDED
JUNE 30, 1974

STANLEY J. ROGERS, M.D.
SUPERINTENDENT

ADDRESS CORRESPONDENCE TO
WARM SPRINGS STATE HOSPITAL

Warm Springs State Hospital

WARM SPRINGS, MONTANA 59756

WHEN WRITING
PLEASE GIVE NAME OF PATIENT

VISITING HOURS
9-11 A.M. 1-4 P.M. DAILY

Honorable Tom Judge
Governor
State of Montana
Helena, Montana 59601

Dear Governor:

In accordance with the requirements of Section 82-4002, R.C.M. 1947, there is herewith transmitted to you the report of the Warm Springs State Hospital covering the Fiscal Year ended June 30, 1974.

Notable achievements during the 1973-1974 Fiscal Year primarily entailed improvement of care and treatment. Although the Average Daily Census increased slightly during the 1973-1974 Fiscal Year over the 1972-1973 Fiscal Year, the Average Number of Full Time Employees demonstrated a greater proportionate increase resulting in an improved staff-patient ratio. Warm Springs State Hospital admitted and released fewer patients during the 1973-1974 Fiscal Year compared to the 1972-1973 Fiscal Year, but a larger number of Patient Days of Care were rendered. More patients were released than were admitted during the 1973-1974 Fiscal Year, and by the Fiscal Year end, there had been a net patient population loss of nine persons. The lower admission rate for the 1973-1974 Fiscal Year, coupled with the facts of higher Average Daily Census and net patient population loss, may indicate that while a substantial number of long-term patients remained in the Warm Springs State Hospital during the Fiscal Year, other segments of the patient population were treated and released at a faster pace compared to the preceding Fiscal Year. An inference might be drawn to the effect that the improved staff-patient ratio and utilization of modern diagnostic and treatment methods at all program levels within the capacity of the Warm Springs State Hospital resources produced an acceleration of the treatment process with the resultant loss of patient population by the Fiscal Year end.

The performance of Warm Springs State Hospital appears exceptionally good considering the fact that the 1973-1974 Fiscal Year was a period of massive change and turbulence. The Warm Springs State Hospital employee work stoppage, the manning of the Hospital wards by National Guardsmen, the nationwide inflation which continued to erode the earnings of Hospital employees, the great rate of turnover (66%) among Hospital employees generally, the loss of valuable Medical Staff members, the abolishment of the Division of Mental Hygiene, the transfer of Community Mental Health Center program management from the Division of Mental Hygiene to the Department of Institutions during the last days of the preceding Fiscal Year, the impending movements of the Alcoholism Treatment and Rehabilitation Program and the Drug Abuse Treatment Project from Warm Springs State Hospital to Galen State Hospital, the administrative reorganization within the Hospital, and the resignation of the Warm Springs State Hospital Superintendent, Dr. Stanley J. Rogers, after a period of service extending over eleven years from 1963 onward, all contributed to the palpable staff demoralization, tension and turmoil.

Honorable Tom Judge
Page Two
Oct. 9, 1974

Despite the foregoing difficulties, Warm Springs State Hospital moved closer to the goal of accreditation by the Joint Commission on Accreditation of Hospitals. Gains were made in terms of expansion of Medicaid certification to all Warm Springs State Hospital wards, recruitment of better qualified staff in some care and treatment areas, and growth of the Nursing Inservice Training Program. The Warm Springs State Hospital Staff look forward to the possibility of increased funding by the next Montana State Legislative Session to alleviate some of the critical problems related to recruitment and retention of workers at all levels of employment.

This Annual Report includes a thoroughgoing analysis of major Warm Springs State Hospital programs. Each Care and Treatment program is presented in terms of purpose, goals, objectives, achievements, performance indicators, problem areas, and recommendations. In addition, the Annual Report provides a number of statistical tables which amplify the more important aspects of Warm Springs State Hospital functioning.

Your continuing cooperation and assistance with regard to the operation of the Warm Springs State Hospital shall be sincerely appreciated.

Respectfully submitted,

Harry C. Xanthopoulos, M.D.

Harry C. Xanthopoulos, M. D.
Acting Superintendent
Warm Springs State Hospital

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PRINCIPAL OFFICE AND OFFICERS

WARM SPRINGS STATE HOSPITAL

Officers

Home Address

Harry C. Xanthopoulos, M.D.
Acting Superintendent
Warm Springs State Hospital

Box 82
Warm Springs, Montana 59756

John Delaney
Hospital Administrator
Starting Date: Oct. 21, 1974

2500 Continental Drive
Butte, Montana 59701

Thomas F. Powers
Personnel Services Bureau Chief

2120 Whitman Avenue
Butte, Montana 59701

Douglas Booker
Fiscal Services Bureau Chief

Box 86
Warm Springs, Montana 59756

Michael Butorovich
Operations & Support Bureau Chief

Box 141
Warm Springs, Montana 59756

PRINCIPAL ADMINISTRATIVE OFFICE

WARM SPRINGS STATE HOSPITAL

WARM SPRINGS, MONTANA 59756

LEGAL REFERENCES
WARM SPRINGS STATE HOSPITAL

Authority For Operation Of Warm Springs State Hospital

Authority for operation of Warm Springs State Hospital is derived from codifications of law as enacted by the 1912, 1924, 1947 and subsequent sessions of the Montana State Legislature. Major amendatations and revisions of the laws affecting Warm Springs State Hospital operations were completed by the 1965, 1967, 1969 and 1974 Montana State Legislative sessions. Titles 38 and 80 of the Montana State statutes contain the major provisions of law applicable to the Warm Springs State Hospital purpose and functions.

Authority For Commitment of Mentally Ill Persons

Authority for commitment of mentally ill persons to the care and custody of Warm Springs State Hospital is derived from codifications of law as contained in Titles 38, 54, 80 and 95 of the Montana State Legislative Session statutes.

Session Law History and References

1. Title 38, Chapter 1, Sections 38-101 and 38-119, Revised Codes of Montana, 1947 Insane and Feeble Minded. Subject: Management, control and supervision of the Montana State Hospital by Board of Commissioners for the Insane.
2. Title 38, Chapter 2, Sections 38-201 through 38-214, Revised Codes of Montana 1947, Insane and Feeble Minded. Subject: Examination and commitment of the mentally deranged.
3. Title 38, Chapter 3, Sections 38-301 through 38-304, Revised Codes of Montana, 1947, Insane and Feeble Minded. Subject: Transfer of State Hospital Patients to State Training School at Boulder.
4. Title 38, Chapter 4, Sections 38-401 through 38-412, Revised Codes of Montana, 1947, Insane and Feeble Minded. Subject: Examination and Commitment of Persons as Mentally Deranged but not Dangerous - Voluntary Application for Admission.
5. Title 38, Chapter 5, Sections 38-501 through 38-507, Revised Codes of Montana, 1947, Insane and Feeble Minded. Subject: Parole of Patients.
6. Title 38, Chapter 7, Sections 38-701 through 38-711, Revised Codes of Montana, 1947, Insane and Feeble Minded. Subject: Establishment of State Hospital for Inebriates.
7. Title 38, Chapter 10, Sections 38-1001 through 38-1003, Revised Codes of Montana, 1947, Insane and Feeble Minded. Subject: Creation of State Department of Mental Hygiene as a Separate Division of the State Hospital.
8. Title 38, Amendatations of 1947 Codes of Montana, 1967.
9. Title 38, Chapter 4, Sections 38-406.1 and 38-406.2, 1969 Legislative Addenda to the Laws of Montana. Subject: Examination and Commitment of Person as Mentally Deranged but not Dangerous - Voluntary Application for Admission.

Session Law History and References (Continued)

10. Title 38, Chapters 1 through 5, Insane and Feeble Minded, 1974 Addenda to the laws of Montana, in respect to management of Montana State Hospital, Examination of Persons Mentally Deranged, Commitment, Transfer of State Hospital Patients to Boulder River School and Hospital, Examination and Commitment of Person as Mentally Deranged but not Dangerous - Voluntary Application for Admission, and Convalescent Leave of Patients.
11. Title 54, Section 137, 1969 Legislative Session Laws. Subject: Alternative Sentencing Authority for Excessive or Habitual Users of Dangerous Drugs.
12. Title 80, Chapter 24, Sections 80-2401 through 80-2411, 1967 Legislative Addenda. Subject: Division of Mental Hygiene, the State Hospital and Comprehensive Community Mental Health Centers.
13. Title 80, Chapter 14, Sections 80-1401 through 80-1413, Addenda to the Laws of Montana. Subject: The State Department of Institutions. 1967.
14. Title 80, Chapter 14, Section 80-1403, Addenda to the Laws of Montana, 1969. Subject: Institutions within the Montana State Department of Institutions.
15. Title 80, Chapter 14, Section 80-1403, 1974 Amendments of Montana Law. Subject: Institutions within the Montana State Department of Institutions.
16. Title 80, Chapter 24, Sections 80-2401 and 80-2402, 1974 Amendments of the Laws of Montana. Subject: Location and Functions of Warm Springs State Hospital - Qualifications for Superintendent.
17. Title 95, Chapter 5, Sections 95-505 through 95-508, 1974 Montana Code of Criminal Procedure. Subjects: Competency of the Accused. Psychiatric Examination of the Defendant, Determination of Fitness to Proceed, Determination of Irresponsibility on Basis of Report, and Legal Effect of Acquittal on the Ground of Mental Disease or Defect excluding Responsibility, Commitment, Release or Discharge.

Community Mental Health Centers

Statutory authority relating to the establishment of Comprehensive Community Mental Health Centers is found in Senate Bill #85 passed by the Montana State Legislature, 1967.

Education of Handicapped Children - Public Law #89-10.

(Title I - Elementary and Secondary Education Act)

Licensure

Warm Springs State Hospital is subject to the Licensure Authority regulations and requirements of the Licensing and Certification Bureau, Division of Hospital and Medical Facilities, Department of Health and Environmental Sciences, Montana State Government, Helena, Montana.

PURPOSE AND LOCATION OF WARM SPRINGS STATE HOSPITAL

Purposes

The historical antecedent of Warm Springs State Hospital was a privately owned health resort established in the year 1877, twelve years prior to Montana statehood. During Territorial times, the owners of the Warm Springs facilities contracted with the Montana Territorial Government for the care and maintenance of mentally ill persons. The Warm Springs institution was purchased by the State of Montana in the year 1912. Currently the purpose of Warm Springs State Hospital is to treat mentally ill persons who are admitted voluntarily or committed through Court proceedings. The purposes and functions of Warm Springs State Hospital have been defined and amplified by various Montana State Legislature Session Laws, by financial appropriations and by the attitudes or expectations of the public. The manifest responsibility of Warm Springs State Hospital is to provide, within the limitations of funding, a full range of treatment for mentally ill persons. Alone or in cooperation with the various educational institutions scattered throughout the State of Montana. Warm Springs State Hospital has further responsibility for participating in the training of Registered Nurses, Licensed Practical Nurses, Psychiatric Aides, Pharmacists and Social Workers. The Warm Springs State Hospital is under direction of the Montana State Department of Institutions. Among all the eleven institutions controlled by the Montana State Department of Institutions, Warm Springs State Hospital is the largest in terms of both physical dimensions and resident population. The Warm Springs State Hospital remains the only State supported inpatient psychiatric treatment facility available to the citizenry of Montana.

Location

The Warm Springs State Hospital is located at Warm Springs, Deer Lodge County, Montana. The institution is situated adjacent to Interstate 90 Highway and falls roughly in the middle of a triangle formed by Anaconda, Butte and Deer Lodge cities. The unincorporated community of Warm Springs is comprised of the Hospital facilities, a General Store and motel. Warm Springs is bound on the West by the Bitterroot National Forest and by the Continental Divide on the East. The Deer Lodge Valley in which the community of Warm Springs rests was at one time considered the most picturesque valley in Montana. Originally, selection of Warm Springs as the site appropriate for care and treatment of mentally ill persons was made on the basis of the superlative natural beauty of the area as well as the "health giving and renewing waters" of the hot springs mound which is positioned at the rear of the existing Warm Springs State Hospital grounds. The mound which stands 40 feet high is a landmark geologically related to the Yellowstone National Park geyser system. The telephone number of Warm Springs State Hospital is 693-2221.

PRINCIPLE GOALS OF WARM SPRINGS STATE HOSPITAL

The principal goal of the Warm Springs State Hospital is to provide the optimum care and treatment to the mentally ill residents of the State of Montana and to maintain programs capable of effectively utilizing advanced techniques in such care and treatment. In this respect, appropriate research and remedial action must be constantly available and incorporated into the service structure.

The Warm Springs State Hospital operates three Treatment Units admitting mentally ill persons from specific geographical areas of Montana State. The Treatment Units are designated Western, Central and Eastern Units to Correspond with the Western, Central and Eastern regions of the State of Montana. Each Treatment Unit has professional staff including Psychiatrists, Psychologists, Social Workers, Nurses and Psychiatric Aides. Throughout the length of Hospitalization, the patient remains under treatment from the Unit to which he was admitted thus promoting continuity of patient-staff relationships and preventing the patient's transfer from one Unit to another with consequent interruption or dislocation of treatment programming. Consideration is being given to the reorganization of the Unit System so as to correspond with the five Mental Health Catchment areas of Montana State.

Soon after admission each patient is given a thorough physical and psychiatric examination. After a short period of observation, the patient is interviewed at a multidisciplinary Diagnostic Staff Meeting. At this clinical meeting, an individualized treatment program is outlined for the patient. The treatment program may include the specific therapies of modern psychiatry, Psychology, Social Work and Activities Therapy. The patient is encouraged to engage in a program of occupational, recreational and industrial therapy as part of the total treatment program.

Warm Springs State Hospital offers care and treatment for all diagnostic categories. Hospital services are extended to patients facing criminal charges and to persons who ordinarily are residents of other Montana State Institutions. The problems of Geriatric patients, physically handicapped persons and patients with complicated medical-surgical conditions are handled at Warm Springs State Hospital when these conditions are aggravated by primary psychiatric disorders. Specialized programs of treatment are in effect for these patients. Hospital staff routinely provide psychiatric consultation to other Montana State Institutions such as the Childrens Center, Twin Bridges, Montana and on a non-routine basis to other Montana State Institutions. Consultation is more frequently available and requested for the Courts, community agencies and general practitioners of medicine. The services of Medicare and Medicaid are available to a large number of persons hospitalized at Warm Springs State Hospital. In review, Warm Springs State Hospital currently provides services or programs, focused on diagnosis, social evaluation, psychological examination, psychiatric treatment, chemical therapy, personal care, behavior modification, domiciliary care, adjunctive therapy, vocational training, basic education, homemaking, recreation, counseling, aftercare referral and transportation. Supply of transportation usually is limited to instances in which the patient lacks family or financial resources to effectuate departure from Hospital grounds at the time of release.

OBJECTIVES OF WARM SPRINGS STATE HOSPITAL

The principle objectives of Warm Springs State Hospital are:

1. To provide mental health services including the diagnosis, care, treatment and rehabilitation of mentally ill persons.
2. To conduct research into the causes, treatment and prevention of mental illness.
3. To educate the general public as to the nature of mental illness or factors which cause mental illness, and the methods for maintaining sound mental health.
4. To conduct training for mental health specialties and disciplines.

HISTORY OF WARM SPRINGS STATE HOSPITAL

During the 1860's a man by the name of L. Belanger acquired title to the land around Warm Springs, Montana. Mr. Belanger erected a wayside Inn composed of a two story hotel of ten rooms and several bath houses. From Mr. Belanger, title to the land passed to a Mr. E. Girard, who in turn sold the resort in 1875 to Dr. Charles F. Mussigbrod and Dr. Armistead Mitchell, co-partners. These owners added to the original purchase until in 1886 they owned approximately 6,800 acres. Drs. Mitchell and Mussigbrod also held a United States patent for the land on which the hot springs are located.

In 1877 Drs. Mitchell and Mussigbrod entered into a contract with the Federal Government and the Territory of Montana to care for the "insane of the Territory". The institution opened with 13 patients. The charge of care and maintenance was \$1.00 per day. The Warm Springs institution continued to operate under this private care contract system throughout the Territorial days, through Statehood in 1889, and until 1912 when, under public pressure for improved care for mentally ill persons, the Warm Springs facilities were purchased by the State of Montana. At the time of purchase by Montana State, around 800 patients were in residence. The original intention for placing the institution at Warm Springs was to make available to mental patients the curative properties of the mineral waters flowing from the hot springs on the premises. These mineral waters are composed of iron (21%), soda (9%) magnesia (8%), and a trace of arsenic. Temperature of the water at the mound head is 180°.

In 1912 the Montana State Hospital For the Insane became a State institution by popular vote of the electorate at the general election in November, 1912. The vote by the people authorized the purchase of certain lands, property and hospital buildings for use as a State supported hospital for the care of the "insane". In 1943 the Montana State Legislature renamed the institution Montana State Hospital. During the 1947 Montana Legislative Session, the Department of Mental Hygiene was created with later establishment of Mental Hygiene Clinics. Until 1965, the Warm Springs State Hospital was a separate State administrative unit under the supervision of the Board of Commissioners for the Insane. This Board consisted of the Governor, the Attorney General, and the Secretary of State. The 1965 Legislature established a five-member Board of Institutions to be appointed by the Montana State Governor for the purpose of administration of all Montana institutions. Administrative duties were to be carried out by the Director and Deputy Director of the Montana State Department of Institutions. Under this system, the Division of Mental Hygiene was formed as one segment of the Department of Institutions. The Division of Mental Hygiene assumed responsibility for creation of Comprehensive Community Mental Health Centers throughout the State of Montana. In 1967, the Montana State Legislature renamed the institution Warm Springs State Hospital. The 1974 Montana State Legislature abolished the Division of Mental Hygiene and placed control for Statewide mental health program planning under the Director of the Department of Montana Institutions. The 1974 Legislature also abrogated the requirement that the Superintendent of Warm Springs State Hospital must be a medical doctor.

MAJOR HISTORICAL ACHIEVEMENTS OF
WARM SPRINGS STATE HOSPITAL

1. The Warm Springs Institution removed the iron manacles from patients even before Dorothea Dix began her nationwide crusade to provide humane treatment for the mentally ill.
2. Warm Springs State Hospital was created and for many years remained a model psychiatric institution which was very well respected throughout the nation.
3. Warm Springs State Hospital at one time in the past was the only non-university affiliated hospital in the United States approved by the Rockefeller Foundation for use of experimental drugs in research and treatment of certain physical diseases.
4. Warm Springs State Hospital was one of the first institutions to utilize modern chemical therapy with the result that during the years 1956 and 1957 the hospital demonstrated the highest patient recovery ratio in the Nation.
5. The Warm Springs State Hospital, in 1924, was named the first State supported psychiatric hospital, other than university hospitals, to be recommended for placement on the list of standardized hospitals of the American College of Surgeons.

MAJOR PROGRAMS OF
WARM SPRINGS STATE HOSPITAL
- GENERAL -

Statutory authority relating to the operation of Warm Springs State Hospital is contained in Title 38, Chapter 1, Revised Codes of Montana 1947 and in Chapter 266, Montana Session Laws of 1963, establishing the Board of Institutions.

Operating policies necessary to administer statutory requirements are contained in Laws for the Montana State Department of Institutions dated August, 1967, Addenda to the Laws for the Montana State Department of Institutions dated September, 1969, and Title 80, Chapter 24, Sections 80-2401 and 80-2402, 1974 Amendments of the Laws of Montana.

The following major programs, operating within Warm Springs State Hospital authority, are covered under the foregoing legislation:

Administration
Care and Treatment
General Services and Physical Plant
Canteen and Recreation Hall

- ADMINISTRATIVE PROGRAM

The Administrative Program is responsible for the overall, day-by-day operation of Warm Springs State Hospital primarily as it relates to the fiscal, supply and personnel activities. The Administrative Program also encompasses top-level management charged with insuring the hospital is managed in an efficient and timely manner with prime consideration being given to the welfare of patients. Supplying the multitude of items such as food, clothing, medications and all other sundry items required of an institution the size of Warm Springs State Hospital is a large operation. The fundamental objective of the Administrative Program is to insure the proper utilization of resources as provided by the State of Montana in caring for the patients hospitalized at the Warm Springs institution.

- INPATIENT CARE AND TREATMENT PROGRAM

The primary and unique concern of the inpatient Care and Treatment Program of Warm Springs State Hospital is the treatment of persons who are mentally ill. Warm Springs State Hospital is the sole institution designated for care and treatment of persons of any age suffering from any type of mental illness including psychoses, Psycho-neuroses, character disorders as well as the large number of Geriatric patients. The Care and Treatment Program consists mainly of the following services: psychiatric, medical, nursing, activities therapy, (occupational, recreational, industrial, educational and volunteer), social services, medical electronics, laboratory services and psychology. The basic goal of the inpatient Care and Treatment Program is to insure that the facilities and services provided by the State of Montana will be used in the treatment and rehabilitation of all patients admitted to Warm Springs State Hospital.

- GENERAL SERVICES AND PHYSICAL PLANT PROGRAM

This program is charged with the day-by-day maintenance of all grounds facilities, repairs to buildings, equipment, property, operation and maintenance of all motorized equipment and vehicles, laundry services for employees and patients, food service to patients and employees. Care of grounds, roadways, sidewalks and all mechanical installations in the buildings such as boilers, electric motors, generators, etc., constitute a responsibility under this program. Warehousing of all lumber, paint, plumbing, electrical and related items are handled by the General Services Program. The following Crafts provide services under this program: Electricians, Teamsters, Plumbers, Carpenters, Warehousemen, Groundskeepers. The goal of this program is to insure the continuing operation of all facilities and utilities providing heat, light, water and gas to all areas of the hospital with consideration being given to the welfare and safety of patients. Objectives of this program are to utilize fully all resources as furnished by the State of Montana to guarantee the continuance of all necessary services, to anticipate prospective troubles and to correct trouble areas before a situation deteriorates and develops into an emergency which might require an excessive expenditure of money or material.

- CANTEN AND RECREATIONAL HALL PROGRAM

The Canteen and Recreation Hall Program provides a restful and relaxing area in which patients and their visitors may be supplied snacks, fountain service and sundry items such as candy, tobacco, chewing gum, etc. Patients with ground privileges may enter either place unaccompanied. Purchases are made by patients using either cash or coupons depending upon the stage of recovery of the patient. Non-ambulatory patients may make purchases through other patients or staff employees. Patients requiring supervision are frequently escorted to the snack bars for refreshments. The primary objective of this program is to encourage the rehabilitation of withdrawn patients into feeling they can return to community living. This objective is accomplished in part by allowing the mingling of patients and by permitting patients to make decisions regarding purchases.

MAJOR PROGRAM

ADMINISTRATION PROGRAM

- DESCRIPTION

Handling all the financial transactions for Warm Springs State Hosital, which consist of Preparation of Budgets, Appropriation, Federal and other trends, both receipt and disbursement. Maintaining employees records and preparation of pay-rolls. Ordering of supplies and materials and preparation of claims for payment. Receipt and disbursement of patients personal funds, also safeguarding patients' personal items.

The operation of the telephone system is also handled by this department.

- GOALS

To act as a service bureau by assisting the other programs in fiscal related matters. To make this bureau an efficient part of the institution with the residents' welfare being the predominant motivation.

- OBJECTIVES

To assist section heads throughout the institution by preparing monthly budgetary reports that will assist them in making decisions. To insure input from respective areas before we submit transactions that will affect these areas in performing duties.

To insure quality items are received and that they meet out specifications.

To organize our warehouse inventory system into an efficient area to serve other areas with the eventual objective being the implementation of a computerized inventory control system.

To run efficiently the residents account section so that the residents have access to their monies. To install a communications system that will serve the employees and residents better and more efficiently.

- ACHIEVEMENTS

Further implementation of the Statewide Budgetary and Accounting System to give a better accounting report and better budgetary control. Better departmental participation in the fiscal operation of the budget, through the reporting system of the fiscal bureau.

- PERFORMANCE INDICATORS

1. Average Number of Full Time Employees:

<u>FY 1971-1972</u>	<u>FY 1972-1973</u>	<u>FY 1973-1974</u>
680	708	726.66

2. Ratio of Average Daily Census to Full Time Employees:

<u>FY 1971-1972</u>	<u>FY 1972-1973</u>	<u>FY 1973-1974</u>
1.60 to 1.00	1.53 to 1.00	1.51 to 1.00

MAJOR PROGRAM

ADMINISTRATION PROGRAM (Continued)

- PROBLEM AREAS

Warehouse inventory control, separate warehouses for different items. We need a central warehousing system to control all items that come onto the grounds. No control of number of people we hire, no raise procedure.

- RECOMMENDATIONS

To involve all areas in the fiscal process by insuring their input is used in preparing transactions. To set up procedures for purchasing items, for inventory control, putting raises through, position register for employing only people for whom we have positions available.

MAJOR PROGRAM

CARE AND TREATMENT PROGRAM

- DESCRIPTION

The Care and Treatment Program of Warm Springs State Hospital consists primarily of the following departments, programs, projects or services:

1. Psychiatric and Medical

Psychiatric Service, General Medical Service, Dental Service, Medical Electronics Service, Pharmacy Service and Laboratory Service

2. Psychology Department

3. Social Service Department

4. Rehabilitation Therapies Department

Educational Program, Vocational Program, Occupational Therapy Program, Industrial Therapy Program, Recreational Therapy Program, Volunteer Services, Patient's Library Service, Music Therapy and other Rehabilitation Therapy Programs, Projects or Services

5. Nursing Service

Direct Care personnel including Registered Nurses, Licensed Practical Nurses, Psychiatric Aides and Special Duty Aides; Student Nursing Program, Nursing Education Program and Medicaid Program.

6. Chaplaincy Service

7. Medical Records and Admissions Service

8. Registrar Services, including Statistical Department and Receptionist Services.

9. Lighthouse Drug Abuse Treatment Project

10. Special Services and Projects

11. Medical Staff Library Services

- GOALS

Provide care and treatment for people who are mentally ill and for Geriatric patients. Provide evaluation of mental conditions, upon request, of persons who are involved in criminal or other legal actions.

- OBJECTIVES

Effectively administer all psychiatric and medical treatment required by a patient. Add impetus to the patient's return to the community. Expand inservice training within the hospital. Extend the Special Duty Aide program which is focused upon coping with the growing number of forensic evaluation admissions and on providing security as well as medical and psychiatric care for such individuals.

CARE AND TREATMENT PROGRAM (Continued)

- ACHIEVEMENTS

Upgrading and staff development of personnel through inservice training programs by institutional instructors using some Federal funding. Extension of Medicaid certification to all wards of the Hospital. Licensed administration of medications on all wards. Developing policies and procedures offering direction and guidelines of performance to the Hospital staff. Improvement and perpetuation of the hospital setting as opposed to the former custodial atmosphere. Defining treatment philosophy and cross-disciplinary guiding principles. Affording continued psychiatric consultation and evaluation for other units of the Montana State Department of Institutions. Affording continued service, by supply of personnel, to the Butte Mental Hygiene Clinic (Now Community Mental Health Center). Graduating additional classes of Licensed Practical Nurses with many graduates accepting employment at this and other institutions. Preparing for opening of new Maximum Security building. Continuing operations of the Special Duty Aide School with Public Services Careers monies (Federal Funds). Began gearing up for patient minimum wage pay program.

- PERFORMANCE INDICATORS

Number of Patients in Residence as of June 30:	<u>FY 1972-1973</u>	<u>FY 1973-1974</u>
	1,066	1,057
Number of Patient Days of Care Rendered:	396,041	402,969
Average Daily Census:	1,085	1,098.41
Number of Admissions	2,851	2,797
Number of Discharges:	2,890	2,806
Percentage of Occupancy:	81.83% over the period July 1, 1973 - June 30, 1974	
Autopsy Rate for the Fiscal Year:	8.91%	
Ratio of Admissions to Separations:	.99 to 1.00	

- PROBLEM AREAS

Inability to recruit and retain qualified staff due to poor salary offerings, lack of incentives and insufficient educational stipend program.

- RECOMMENDATIONS

Increase of wage base especially for the lower paid employees, merit salary increases, enlargement of the educational stipend program.

MAJOR PROGRAM

GENERAL SERVICE AND PHYSICAL PLANT

- DESCRIPTION

General services include the laundry that processes clothing and bedding for 1,000 patients and uniforms for 400 employees.

Food Service is classified as a general service and this facility prepares 3,000 meals each day for patients and 500 meals for employees.

The maintenance department is responsible for maintaining the physical plant in good condition as well as insuring continuity of all utilities and transportation.

- GOALS

To provide complete and uninterrupted Food, Laundry, Maintenance and Fire Protection services in order that the safety, treatment and well being of patients are insured.

- OBJECTIVES

By efficient use of appropriations to improve all general services and the condition of the physical plant to comply with medicare, medicaid and license standards so that patient care and treatment may progress at the optimum.

- ACHIEVEMENTS

Completed a new Maximum Security Building.

Replaced 400 ft. of sidewalk.

Replaced 700 lineal ft. of 20 in. main sewer line.

Repaved 1400 lineal ft. of the main street.

Renovated 8000 ft. of ward space in old General Hospital.

Installed 144 liquid soap dispensers throughout the hospital.

Extended and improved the campus fire alarm system.

Removed debris from old Clinic Building that was damaged by fire in December of 1972.

- PERFORMANCE INDICATORS

N/A

- PROBLEM AREAS

Problem areas are seven buildings that do not comply with life safety code No. 101, medicare and medicaid standards, also several hundred lineal feet of streets and sidewalks in need of renovation. A laundry with antiquated equipment that does not meet Board of Health requirements.

- RECOMMENDATIONS

To increase maintenance department and General Services staffing as needed. To initiate a preventative maintenance program for the physical plant, physical plant equipment and vehicles.

MAJOR PROGRAM

CANTEEN AND RECREATION HALL PROGRAM

- DESCRIPTION

The Canteen and Recreation Hall Program provides a restful and relaxing area in which patients and their visitors may be supplied snacks, fountain service and sundry items such as candy, tobacco, chewing gum, etc. Patients with ground privileges may enter either place unaccompanied. Purchases are made by patients using either cash or coupons depending upon the stage of recovery of the patient. Non-ambulatory patients may make purchases through other patients or staff members. Patients requiring supervision are frequently escorted to the snack bars for refreshments.

- GOALS

Provide patients with two recreational outlets in clean, orderly settings to obtain snacks, coffee and fountain services in company with relatives, visitors, and other patients. Sundry personal and seasonal items provided on non-profit basis. The primary goal of this program is to encourage the rehabilitation of withdrawn patients into feeling they can return to community living. This Goal is accomplished in part by allowing the mingling of patients and by permitting patients to make decisions regarding purchases.

- OBJECTIVES

Encourage early return of patients to community-society through basic therapeutic association with members of both sexes in non-institutional setting.

- ACHIEVEMENTS

Continued the system of selling patients coupon books at discount in order to raise prices to keep up with inflationary trend without destroying the therapeutic value to patients.

- PERFORMANCE INDICATORS

There are no clear indicators as the impact of this program is extremely difficult to assess except in revenue which may not necessarily reflect the therapeutic value of the program.

- PROBLEM AREAS

None indicated.

- RECOMMENDATIONS

None indicated.

ALCOHOL ABUSE TREATMENT PROGRAM

- DESCRIPTION

For many years Warm Springs State Hospital accepted responsibility for reception and treatment through the Alcoholism Treatment and Rehabilitation Program. Management of this separately funded treatment program was transferred from Warm Springs State Hospital to the jurisdiction of Galen State Hospital, and housing of alcoholic patients was shifted to the Galen State Hospital toward the end of June, 1974, with completion date extending over into July, 1974. The movement of the program was accomplished in accordance with Section 80-1701 and 80-1705, R.C.M. 1947. Warm Springs State Hospital maintains a close working relationship with the staff of Galen State Hospital Alcoholism Services Center in recognition of the fact that Warm Springs State Hospital will still be called upon to receive, detoxify, and treat severely addicted persons who cannot function within the environs or program limitations of the Alcoholism Services Center of Galen State Hospital.

- GOALS

Continuation and improvement of the established treatment and rehabilitation program and to provide programs of public education and information on alcohol abuse to assist Montana communities by establishing local services for alcohol abuse treatment, aftercare, and followup. Provide, through training and establishment of criteria, professional counselors for treatment and rehabilitation programs. Utilization of remedial approaches including pharmacological agents, extinction principles associated with various behavior modification and phenomenological re-orientation treatment methods, and group interactions as promulgated by Alcoholics Anonymous.

- OBJECTIVES

Establishment of followup and aftercare programs in the communities for alcohol abusers. Provide professional evaluation and treatment for alcohol abusers through the establishment of criteria, a Board for the professional licensing of counselors in alcoholism, and training programs. Through study, recommend changes in admission procedures to enable alcohol abusers to seek early treatment and rehabilitation.

- ACHIEVEMENTS

Additional changes in the educational part of the program to broaden the scope and media used, have been incorporated. Program accreditation guidelines are being adopted for management of inpatient care, consultation, education and after-care.

- PERFORMANCE INDICATORS

<u>Factors</u>	<u>FY 1971-1972</u>	<u>FY 1972-1973</u>	<u>FY 1973-1974</u>
Cases evaluated	897	895	956
Cases treated	565	567	554

ALCOHOL ABUSE TREATMENT PROGRAM (Continued)

- PROBLEM AREAS

Although District Judges throughout Montana have been informed concerning the transfer of program from Warm Springs State Hospital to Galen State Hospital, there are still some procedural difficulties being encountered in the area of commitment process. Continuing education should resolve most of these difficulties.

- RECOMMENDATIONS

None.

DENTAL DEPARTMENT

- DESCRIPTION

The Dental Department at Warm Springs State Hospital is a fully equipped Dental Clinic with two Operatories, laboratory and sterilizing facilities.

- GOALS

Our goals are to provide basic and emergency dental care for the patients of Warm Springs State Hospital. We also provide emergency care for Galen patients and Montana State Prison inmates when necessary.

- OBJECTIVES

In addition to the basic dental services, our objective is to upgrade the dental health of our patients.

- ACHIVEMENTS

We feel we give our patients the best possible care in accordance with their ability to accept treatment and our economic limitations.

- PERFORMANCE INDICATORS

1. The number of patients we have provided with restored masticatory function.
2. The number of patients treated with the benefit of Medicaid funding.
3. Employee awareness of the need for good oral hygiene in patient care.
4. Patient awareness of the need for good oral hygiene in their own care.

- PROBLEM AREAS

1. Lack of oral hygiene which is the largest contributing factor to poor dental health.
2. Shortage of funding to provide proper care for these patients not eligible for Medicaid or other benefits. The funds would provide crowns, bridges, full or partial dentures, etc.

- RECOMMENDATIONS

We would like to see a special fund set up to provide dentures, etc., for those patients not on Medicaid and who are without money of their own. This type of patient in many cases has to go without any teeth at all.

We feel this fund could be set up by using at least a percentage of the profits from our other Medicaid cases. Currently, the money goes directly to the general fund.

SUMMARY OF DENTAL OFFICE PATIENT SERVICES

July 1, 1973 to June 30, 1974

I. Number of patients seen.....1,655

A. Services:

1. Examination
2. Radiograms
3. Restorations
 - a. Amalgam
 - b. Composite
4. Prosthetics:
 - a. Full dentures
 - b. Partial dentures
 - c. Denture repair
 - d. Denture adjustment
5. Oral Surgery:
 - a. Extractions
 - b. Surgical extractions
 - c. Gingivectomy
 - d. Pre-prosthetic surgery

II. Medicaid patients completed.....36

A. Removable prostheses delivered.....42

B. Medicaid cases in progress.....8

LIGHTHOUSE DRUG ABUSE TREATMENT PROJECT

- DESCRIPTION

Warm Springs State Hospital is closely associated with the Lighthouse Drug Abuse Treatment Project located at Galen State Hospital. This Federally funded project, which was originally based at Warm Springs State Hospital, carries the primary responsibility for treating persons admitted for reason of drug use or abuse. The therapeutic program of the Lighthouse Drug Abuse Treatment Project entails a patient's progression through nine individual or group treatment steps organized around social motivation, goal setting, social survival, fostering family ties, self help, planned separation procedures and systematic followthrough in an organized aftercare program. The Warm Springs State Hospital has responsibility for the Drug Abuse Treatment Project and will continue to function as the receiving and detoxifying resource for the Lighthouse Drug Abuse Treatment Project.

- GOALS

To provide a treatment program which will facilitate the development of more adaptive behavior patterns in individuals with a diagnosis of drug dependence.

- OBJECTIVES

1. To continue improving the Therapeutic Community as a valid treatment modality for individuals who are drug dependent.
2. To provide continuous training of staff members in order to keep Lighthouse progressive and effective.
3. To search for new and innovative methods of drug rehabilitation therapy.
4. To evaluate and modify the Lighthouse program as required.

- ACHIEVEMENTS

The Lighthouse Drug Abuse Treatment Project has been staffed and relocated in a good facility at Galen State Hospital. A new orientation to both therapy and discipline has been initiated and a professional relationship has been established with the Court System of Montana, the Montana State Board of Pardons and Parole, and the Southwest Montana Drug Program.

- PERFORMANCE INDICATORS

The Lighthouse facilities have been expanded to include space for 25 - 30 patients, although the program was designed to treat an average of 20 individuals. At the present time, ten patients are in the treatment program. The number of Court referrals is increasing. These are the only performance indicators available at this time in consideration of the fact that prior project managers apparently did not maintain adequate records of persons receiving treatment.

- PROBLEM AREAS

The number of persons in treatment declined as the result of project management changeover in the latter part of March, 1974. The number of persons in treatment is expected to increase as a result of the impact of new treatment orientation and establishment of professional relationships with referring agencies.

MEDICAID PROGRAM

- DESCRIPTION

Medicaid is a Federal-State welfare assistance program financed by Federal and State taxes. The Medicaid program is part of the Social Security Act, governed by the Medical Assistance Services of the Social and Rehabilitation Services of the Department of Health, Education and Welfare.

- GOALS

Reimbursement of monies to the Montana State General Fund for Medicaid eligible patients. Reimbursement includes costs per diem, hospitalization and ancillary services.

- OBJECTIVES

To maintain accurate records of monies due the State of Montana. To ensure that Medicaid eligible patients are receiving adequate treatment as set forth in the rules and regulations governing the receipt of Medicaid payments by health care providers. To provide for assessment of patient treatment needs through Utilization Review meetings twice monthly and through periodic evaluation of levels of care by a Registered Nurse.

- ACHIEVEMENTS

During the past Fiscal Year new accounting ledgers and filing systems have been initiated with the result of more efficient records management. On April 1, 1974 all 35 wards of the Warm Springs State Hospital were declared eligible for Skilled or Intermediate nursing care.

- PERFORMANCE INDICATORS

During Fiscal Year 1973-1974, seventy-four hospitalization days, 14,728 Skilled Nursing Care days, 17,363 Intermediate A Care days, and 6,904 Intermediate B Care days were billed. Amount billed for Per Diem: \$366,718.58. Amount billed for Ancillary Charges: \$12,601.17. Amount received for Per Diem: \$367,154.16. Amount received for Ancillary Charges: \$7,739.14.

- PROBLEM AREAS

Departments concerned with Medicaid reimbursement are scattered throughout the Warm Springs State Hospital grounds. This separation adds to the expense of program management and loss of efficiency due to the excessive amount of time which must be spent in coordinating program efforts through telephone calls and personnel legwork. No billing for drugs has been initiated thusfar.

- RECOMMENDATIONS

Consolidation of related offices. More personnel will be required when billing for drugs commences.

LIGHTHOUSE DRUG ABUSE TREATMENT PROJECT (Continued)

- RECOMMENDATIONS

Therapeutic Community Treatment is a highly specialized concept. This treatment concept does not meet the needs of all drug dependent persons. Therefore, perhaps another optional drug treatment program should be available to those persons who do not benefit from treatment under the auspices of the Lighthouse Drug Abuse Treatment Project.

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- RECOMMENDATIONS

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MEDICAL ELECTRONICS

- DESCRIPTION

The Department of Medical Electronics is composed of Radiology, E.K.G. Department, and E.E.G. Department.

- GOALS

To strive to increase the arsenal of diagnostic instruments, thus providing the best diagnostic and therapeutic instrumentation and knowledge to our patients.

- OBJECTIVES

The objective of the department of Medical Electronics is to provide the best possible diagnostic services to the patients of Warm Springs State Hospital:

- 1) To provide top quality radiographic procedures, techniques and diagnostic films;
- 2) To provide top quality Cardiology and diagnostic Cardiograms;
- 3) To provide top quality Electroencephalograms, E.E.G.'s and diagnostic Electroencephalograms.

- ACHIEVEMENTS

New equipment in both the Radiology and Cardiology Divisions to better serve the patients of Warm Springs State Hospital.

- PERFORMANCE INDICATORS

The use of radiographic equipment for some 3,717 patients without an incident. This would be over 8,000 exposures. The use of Cardiology services provided for some 128 cardiac cases; the further expansion of Electroencephalogram service to 368 patients.

- PROBLEM AREAS

Monies to carry out programs.

- RECOMMENDATIONS

Home Rule.

MEDICAL LIBRARY

- DESCRIPTION

The Medical Library is an organized collection of professional books, journals, films and other materials representing all areas of the hospital's professional services: medicine, psychiatry, psychotherapy, psychology, social services, activity therapies, nursing, etc.

- GOALS

To establish control over the materials owned by the hospital.

To organize them for use and service.

To make available for easy reference or study all the professional materials of any service to the staff of other services.

- OBJECTIVES

To provide optimum service to all hospital personnel requesting information regarding care and treatment of mental patients.

- ACHIEVEMENTS

The following were added to the collection:

50 professional books

60 bound volumes of journals

3 new professional journal subscriptions bringing the total to 55

23 books added to the Nursing Library (M.S.U. Extended Campus, Bozeman)

- PERFORMANCE INDICATORS

N/A

- PROBLEM AREAS

Books not returned promptly or not returned at all.

- RECOMMENDATIONS

Help needed in book retrieval.

MEDICAL RECORDS DEPARTMENT

- DESCRIPTION

The Medical Record Department is a storage house for the records of all patients admitted to a hospital. The Department records the complete care given to a patient during all phases of his stay. The Department is utilized as a gauge in the quality of care given a patient. Also, the Department is an important tool in measuring the content, availability and preservation of this care. The records must be under the direction of a competent and accredited employee.

- GOALS

To fulfill as completely as possible a medical document which includes all phases of the patient's treatment, routine as well as special testing, for the benefit of the patient. To provide a means of communication between the patient and physician or other professionals. To enable the patient to receive continuous on-going care. To provide information and statistics to various departments and agencies for disability, rehabilitation, insurance, medical referrals, etc.

- OBJECTIVES

To provide material for study to evaluate the patient care received, for subsequent admission or for study. To provide information necessary to third parties, for example, other hospitals, doctors, insurance companies, etc. To protect the legal interest of the patient, hospital and medical personnel. To compile a complete record giving sufficient information to identify the patient, justify the diagnosis and treatment, and record the results. To assist in research and teaching. To protect the rights of the patient.

- ACHIEVEMENTS

Justifying and recording the results of the patients' care. Measuring whether or not the efforts of medical personnel is in accordance with what is expected of modern medical efforts. Assisting in protection of the legal interests of the patient, the hospital and medical staff. Research and education.

Meeting the State Board of Health and Medicare/Medicaid requirements.

- PERFORMANCE INDICATORS

Completeness of records.
Small amount of incomplete work each day.
Good rapport with other departments.
Willingness of employees to undertake specially assigned tasks.

- PROBLEM AREAS

Admission procedure (too public).
Clinical reports past due (histories - shortage of medical personnel).
Lack of space.
Lack of equipment to complete necessary job functions.
Distance between record rooms.
Noisy, dirty working area, poor communication (frequent calls to locate other personnel or busy phones).

- RECOMMENDATIONS

Completion of reports by medical personnel. More dictating equipment and telephone

MEDICAL RECORDS DEPARTMENT (Continued)

facilities (problem under revision). Compilation of records in one area (problem under revision - microfilming).

NURSING EDUCATION PROGRAM

- DESCRIPTION

Nursing Education Program in the hospital is a systematic and continuing process of providing job-related education and experience for all personnel responsible for direct and indirect care and services to patients.

- GOALS

The ultimate goal of the nursing education program is to promote a higher level of nursing care and improve the quality of life among patients; reflected in the following:

1. Improve attitudes
2. Improve operations
3. Reduce errors
4. Reduce absenteeism and employee turnover
5. Improve the quality of supervision
6. Develop versatility
7. Maintain efficiency
8. Improve public image of the hospital

- OBJECTIVES

To prepare all levels of personnel to provide care and services, which promote and maintain optimal levels of independent functioning among patients.

To continue improvement of the quality of inservice education to serve the best interest of the hospital; its personnel and patients.

To encourage personnel to develop personal responsibilities for their conduct and to strengthen moral and ethical standards.

To prepare hospital personnel for greater job satisfaction and a broader career service.

- ACHIEVEMENTS

Implementation of a comprehensive program of continuing education for all nursing service personnel.

Successful, continuous orientation program for all levels of nursing service personnel with completion of the following:

- | | |
|------------------------------|----|
| 1. Registered Nurses | 14 |
| 2. Licensed Practical Nurses | 10 |
| 3. Psychiatric Aides | |

Completion of the Special Duty Aide Course For:

- | | |
|------------------------------|----|
| 1. Registered Nurses | 8 |
| 2. Licensed Practical Nurses | 12 |
| 3. Psychiatric Aides | 31 |

NURSING EDUCATION PROGRAM (Continued)

Ongoing continuing educational programs offered to hospital personnel from March through June with the following attendance:

- | | |
|------------------------------|-----|
| 1. Registered Nurses | 30 |
| 2. Licensed Practical Nurses | 304 |
| 3. Psychiatric Aides | 142 |

Successful completion of Ward Management class for twelve Psychiatric Aides II.

Cardio-Pulmonary Resuscitation ward class for 466 hospital personnel.

Arranged for continuing education credit courses and workshops to provide certification points for Registered Nurses; approved by Montana Nurses Association and achievement points for Licensed Practical Nurses; approved by National Federation of Licensed Practical Nurses.

Completion of course content for a planned "geriatric Nursing" and "Care of the Chronic Psychotic" programs to be offered to Nursing Service Personnel, starting October 15, 1974.

Staffing of inservice instructors for a twenty-four hour period, making class time available for all nursing personnel.

Through the above, there has been an opportunity from various disciplines to exchange ideas and information and to solve problems together, which results in understanding and commitment to the goals of nursing service.

- PERFORMANCE INDICATORS:

1. Quality of Patient Care.
2. Organization and completeness of work.
3. Attitudes.
4. Efforts to improve.
5. Ability to work with others.
6. Judgment.
7. Professional behavior.
8. Ability to communicate.
9. Observance of rules and regulations.
10. Dependability.
11. Written examination.
12. Peer evaluation (in some classes).
13. General appearance.
14. General health.

- PROBLEM AREAS

1. Need for centralized classroom areas.
2. Need for centralized availability of equipment.
3. Doubts about allocation of funds for promotional raises in accordance with the ladder progression.
4. Due to the shortage of staffing, it is difficult to schedule classes and have adequate relief for the wards for personnel to attend.
5. Lack of funding to provide for qualified guest speakers, visual aides, equipment and newer teaching materials.

NURSING EDUCATION PROGRAM (Continued)

- RECOMMENDATIONS

1. Relocation of classrooms and offices for instructors in a centralized area, in conjunction with Nursing Service Department.
2. Merit increases for all employees participating in inservice programs in accordance with the ladder progression to promote motivation and incentive.
3. Increase of personnel in order to provide adequate staffing.
4. Funds specifically allocated for inservice education department.

NURSING SERVICE DEPARTMENT

- DESCRIPTION

The Nursing Service Department is an integral part of the hospital community, composed of approximately 500 employees (registered nurses, licensed practical nurses, special duty aides, psychiatric aides, escort personnel, ward clerks, cosmetologists and barbers), who are responsible for providing nursing care to 1,000 patients. This department is also responsible for planning and coordinating the educational experiences for Warm Springs State Hospital School of Practical Nursing and Montana State University School of Nursing, as well as planning and directing the educational programs for staff development.

The unique function of nursing is "to assist the individual in the performance of those activities contributing to health or its recovery (or to a peaceful death) that he would perform unaided if he had the necessary strength, will or knowledge. And to do this in such a way as to help him gain independence as rapidly as possible."

Nursing, as a profession, is a blending of three factors: care, cure and coordination. The care aspect is more than "to take care of", it is "caring for", and "caring about" people. It is dealing with human beings under stress and, on occasion, this occurs over long periods of time. Other dimensions include comfort and support in times of anxiety, loneliness and helplessness. It involves listening, evaluating and intervening when necessary.

The cure aspect involves the promotion of health and healing. It requires assisting patients to understand their health problems, and, through teaching, to cope with them. It includes carrying out a prescribed plan for care of the patient, but it shares the burden, with the community, of the responsibility for the health and welfare of all by participating in programs to prevent illness and maintain health. It also encompasses the supervising and teaching of those who give any aspect of nursing care.

- GOALS

The ultimate goal of Nursing Service is to provide a high level of nursing care and improve the quality of life for our patients. Nursing Service should provide a climate in which questions about practice can be raised and answers sought, in which the nursing staff can continue to develop and learn, and in which nurses work in collaboration with persons in other disciplines to provide improved services to patients.

- OBJECTIVES

1. To accept the patient as he is; to accept his behavior as a symptom of expression of his illness.
2. To help the patient preserve his personal identity.
3. To help the patient find greater satisfaction of his basic needs and more effective ways of behaving in order to obtain that satisfaction.
4. To create an environment in which the patient can develop new behavior patterns and work out his own problems.
5. To protect the patient from further injury or disease.
6. To collaborate with the doctor in therapy.

NURSING SERVICE DEPARTMENT (Continued)

7. To support and encourage the patient in his participation in the total treatment program by acting as a clarifier and interpreter when the patient encounters difficulty.
8. To serve as a transmitter of the therapeutic culture to the patient.
9. To assist in making the patient's life more tolerable, more comfortable, more successful.
10. To help the patient to recover normal health and to return to a useful life outside the hospital; and when return to health is not possible, to offer relief from pain and discomfort.
11. To handle one's own feelings of anxiety, fear, despair, disgust, anger, disappointment and guilt in ways that promote one's relationship with the patient rather than interfere with it.
12. To gain the knowledge, understanding and skill necessary to be able to observe, analyze and respond therapeutically to the patient's needs.
13. To possess a willingness to accept new ideas and innovations in nursing.
14. To develop helpful and therapeutic interactions with one's co-workers, in order to foster an accepting, sharing, democratic working environment.

- ACHIEVEMENTS

1. Newly structured, well-coordinated Nursing Service Department.
2. Improved Communications among Nursing Staff, as evidenced by:

- a. Daily meetings with Nursing Supervisors
- b. Monthly staff meetings with the following:
 - Registered Nurses
 - Licensed Practical Nurse Executive Board
 - Psychiatric Aide Representatives
 - Inservice Education Instructors
 - Licensed Practical Nurse Supervisors
 - School of Practical Nursing Faculty
 - Director, M.S.U. School of Nursing
 - Beauticians

3. Improved Utilization of Nursing Staff

This has been accomplished through the formulation of a staffing pattern, both present and ideal, which was drawn up and is implemented through the cooperation and assistance of the Personnel Department.

4. UPGRADING OF L.P.N. AND R.N. POSITIONS
5. FORMULATION OF POLICY AND PROCEDURE MANUALS
6. FORMULATION OF JOB DESCRIPTIONS
7. FORMULATION OF PERFORMANCE EVALUATIONS
8. ESTABLISHMENT OF NURSING SERVICE COMMITTEES, INCLUDING:

NURSING SERVICE DEPARTMENT (Continued)

- a. Nursing Audit Committee
 - b. Policy and Procedure Committee
 - c. Inservice Education Committee
 - d. Recruitment Committee
3. Infection Control Committee

9. CLOSER AND IMPROVED SUPERVISION AND GUIDANCE OF NURSING PERSONNEL

10. NEWLY STRUCTURED INSERVICE EDUCATION PROGRAM

This program provides an incentive program and strives toward development of a more competent, qualified nursing staff.

11. ADDITIONAL NURSING SERVICE POSITIONS

Through supplemental funding, we were budgeted for additional nursing positions (22 registered nurses, 28 licensed practical nurses, 61 psychiatric aides). Active recruitment and improved job responsibilities and opportunities for nurses has resulted in the hiring of 18 registered nurses and 12 licensed practical nurses.

12. NEW EQUIPMENT

Purchase of new equipment, through supplemental funding of \$40,000.00, has led to the provision of higher quality patient care.

13. IMPROVED COMMUNICATIONS AND RELATIONSHIPS WITH OTHER HOSPITAL DISCIPLINES

14. IMPROVED PUBLIC RELATIONS

Considerable time and effort has been expended in the attempt to foster improved communications and relationships throughout the State, hopefully to better the public of our goals and needs. This has been accomplished through membership on committees, tours and reports.

- PERFORMANCE INDICATORS

Nursing committees serve to help insure the provision of quality patient care and improved standards by:

1. Determining the quality of patient care being provided.
2. Determining areas of specific needs for instructing staff.
3. Bringing to light and correcting deficiencies.

Providing closer supervision and guidance of all nursing personnel has improved the quality of patient care, as have job descriptions which clearly define the responsibilities of nursing personnel on all levels.

Performance Evaluations have been developed and implemented which are used in:

1. Assisting employees to develop in their present position.
2. Making assignments that best use the employee's assets and strong points.
3. Planning for future assignments, promotions, continuing education programs.
4. Recognizing employees who do well.
5. Taking action based on inefficiency when necessary.

NURSING SERVICE DEPARTMENT (Continued)

- PROBLEM AREAS

1. Critical staffing shortages, particularly at psychiatric aide level.
2. Low Wages.
3. Turnover of personnel, especially psychiatric aides.
4. Industrial Accident Rate (primarily due to hazardous situation created by shortage of staff and poor working conditions).
5. Poor, inadequate physical facilities.
6. Lack of housing and transportation.

- RECOMMENDATIONS

1. Establishment of higher wages, shift differential.
2. Establishment of funds within the budget to allow for merit increases and promotions based upon the career ladder program.
3. Funding for additional nursing staff.
4. Changes in Admission procedures.
5. Central area for Nursing Service Department which can be used for all Nursing Supervisors, Inservice Education faculty, all classes and conferences, and as a central area for assigning staff.
6. Coordinating assignment of patients into central areas (if possible, using a building for each unit or region).
7. Providing housing and transportation for employees, or a suitable adjustment in salary to compensate for the lack.

PHARMACY

- DESCRIPTION

The Pharmacy is the department of the hospital where responsibilities related to the procurement, preservation, storage, compounding, controlling, dispensing and distribution of medications to hospitalized and ambulatory patients are carried out under the jurisdiction of professionally competent and legally qualified pharmacists.

- GOALS AND OBJECTIVES

To provide quality medications for the treatment of patients at the hospital.
To provide efficient pharmaceutical service to the hospital.
To provide drug information to the hospital personnel.
To fulfill all goals and objectives in the economic manner possible.

- ACHIEVEMENTS

The most important improvement in the pharmacy department during the past year has been the increase in pharmacy staff. Two pharmacists have made possible the achievements listed below.

- (1) Writing of a current hospital formulary
- (2) Compliance with Federal Law concerning filing of prescriptions and drug orders and the dispensing of outpatient prescriptions
- (3) Establishment of a new inventory system eliminating the need for daily recording of dispensed medications
- (4) Providing locked emergency boxes to each hospital ward
- (5) Ordering generically when possible
- (6) Returning for credit many medications in stock which were no longer being used.
- (7) Better organization of material presented to the Pharmacy and Therapeutics Committee
- (8) Providing pertinent drug information to the medical staff

- PERFORMANCE INDICATORS

- (1) Fewer special drug orders
- (2) Adequate, but not excessive, stock maintained
- (3) Better rapport between the pharmacy and the medical staff
- (4) Number of dosages prepared by Pharmacy Department during the Fiscal Year:
2,600,000

- PROBLEM AREAS

- (1) Lack of space in the dispensing area and poor access to storage areas
- (2) Inadequate staff
- (3) Control of medications once they leave the pharmacy
- (4) Lack of patient profiles
- (5) Outdated and incomplete Policies and Procedures Manual

- RECOMMENDATIONS

Plans are being made to move the pharmacy to larger quarters. The hiring of another pharmacist was a great improvement, but non-professional and clerical help is needed. Problems (3) and (4) will be eliminated by the installation of a UNI/USE drug distribution system. The pharmacy Policies and Procedures Manual is now being revised.

PSYCHIATRIC, GENERAL-MEDICAL, FORENSIC SERVICES:

DESCRIPTION

The Psychiatric Service of Warm Springs State Hospital provides diagnosis, treatment, and humane care for mentally ill and geriatric patients. At Warm Springs State Hospital, resident patients are assigned to the Psychiatric service of a Unit Treatment Team. Psychiatrists are responsible for prescribing therapeutic interventions as required for any particular patient in accordance with the accepted standards of psychiatric practice. At critical points in treatment, at the time of initial diagnosis and treatment program planning, or at the time of the patient's discharge, the Psychiatrist is assisted by the deliberations of a joint staff clinic attended by members of the various psychiatric disciplines such as Psychology, Social Work, Nursing and Rehabilitation Therapies.

Medical-Surgical: Warm Springs State Hospital patients who become physically ill to the degree requiring conventional medical and nursing care are transferred to the new Medical-Surgical facility of Warm Springs State Hospital. Patients requiring major surgery are usually transported to Galen State Hospital or other hospitals in surrounding communities. Medical-Surgical services include physical examination and needed medical care in accordance with the best possible medical standards. All patients are provided physical examination upon admission. Warm Springs State Hospital has consultants in the various medical specialties.

Forensic Psychiatry: Forensic Psychiatry refers to the application of Psychiatric knowledge and techniques to legal procedures. When the mental status of the defendant in a criminal proceeding is called into question, Forensic Psychiatry may be asked to render opinion in regard to these areas of concern: (a) The ability of the defendant to assist in his own defense; (b) The capacity of the defendant to understand the proceedings taking place against him; (c) The ability of the defendant to appreciate the criminality of his conduct; (d) The capacity of the defendant to conform his conduct to the requirements of law. The Warm Springs State Hospital Psychiatric Service in Forensics deals with the evaluation, observation and treatment of defendants in instances when the mental status of the defendant may be relevant to Court Hearing or trial proceedings and when the Court has ordered commitment to Warm Springs State Hospital.

GOALS: To help mentally ill patients acquire and develop adaptive behavior.

OBJECTIVES: Psychiatric treatment methods are eclectic including utilization of medications, electroconvulsive therapy, individual counseling and various intrapsychic techniques. The major objectives are those embraced by all therapists of whatever discipline or methodological bent: (1) To do no harm (2) To relieve suffering (3) To promote growth and durable health.

ACHIEVEMENTS:

Team Treatment: The clinical services of Warm Springs State Hospital bring together specialists whose particular contribution to the work of patient treatment must be coordinated in order to be productive. Modern psychiatric treatment is a process in which these specialists may frequently need to apply their skills concurrently. The particular type of team organization which is consistent with principles of good psychiatric treatment is one in which each participant has authority and freedom to select and use his own therapeutic tools within the general framework of therapy prescribed by the physician or psychiatrist in charge. This presupposes that each member of the Treatment Team has a substantial knowledge of what each of the other members has to offer and that he understands and respects the limits of his own contribution.

Case Coordination. The Case Coordinator system of managing the hospitalization and treatment of patients is still in experimental stages at Warm Springs State Hospital. The Case Coordinator system is an adaption of the Team Treatment approach to the particular needs of Warm Springs State Hospital patients. Efficacy of the Case Coordinator System is being constantly appraised. Under the Case Coordinator system, each patient is assigned to a Case Coordinator who is a member of the clinical treatment team. The Case Coordinator could be a Treatment Unit Physician, Social Worker, Psychologist, Nurse or Psychiatric Aide. The Case Coordinator becomes responsible for the implementation of treatment program plans. The Case Coordinator does not attempt to assume the role or perform the special duties of other professional staff members, but the Case Coordinator is responsible for observing the patient's progress, reporting this progress in Treatment Team meetings, maintaining a written record of progress, determining the reasons for lack of progress in treatment, and checking to insure that recommendations are in fact being implemented by other professional staff members according to the appropriate time schedules. The Case Coordinator system minimizes the possibility of a patient's becoming "lost" in treatment procedures.

Movement Toward Accreditation. Efforts to achieve accreditation continued over the Fiscal Year. Aside from improvements in physical facilities to meet Life Safety Codes, there were major successes in forming of various Committees required by the Joint Commission on Accreditation of Hospitals and by Medicare-Medicaid. Committees formed during the Fiscal Year and presently operating are these:

Medical Staff Committee - First Meeting May 24, 1974.

Medical Staff Sub-Committee - First Meeting May 24, 1974.

Credentials Committee - First Meeting May 24, 1974.

Joint Conference Committee - First Meeting schedule for May 31, 1974;
Actually held after the beginning of the new Fiscal Year.

Executive Committee - First Meeting May 31, 1974.

At the First Meeting of the Joint Conference Committee, Medical Staff By-Laws as rewritten were approved, the format of the Physicians Contract was decided and provision for Quarterly meetings of the Joint Conference Committee was made.

Dietician Position Funded. Funds for hiring a full-time Dietician were approved by the Montana State Legislature. Mrs. Betty S. Bridwell Waugh, Dietician for the Centralized Services Division of the Montana State Department of Institutions assisted in the recruitment and selection of a Dietician.

Pharmacy Personnel Added. During the latter part of the Fiscal Year, the Pharmacy Department acquired the services of an additional Pharmacist.

Unit Dosage Planning. During the Fiscal Year planning continued for implementation of the Unit Dosage system of distributing medications. Final implementation of the Unit Dosage System will depend upon additional funding primarily for Pharmacy personnel.

PSYCHIATRIC, GENERAL-MEDICAL, FORENSIC SERVICES: (Continued)

Nursing Service Personnel Expansion. Nursing care is continually evaluated, planned and supervised by Registered Nurses, with input from other members of the Nursing Team. Registered Nurses are responsible for the Nursing Care Plan, Staff Assignments, Audit of Care; writing, revision and implementation of Nursing Care policies and procedures.

Policies and Procedures: Massive efforts are being made to complete the Warm Springs State Hospital Policy and Procedure Manual. During the 1973-1974 Fiscal Year, the Warm Springs State Hospital Policies and Procedures Committee reviewed and approved submittals by Nursing Service, Pharmacy, Laboratory and many other Hospital departments, programs and services.

Nursing Inservice Training Program Expansion: During the Fiscal Year new classes of Inservice Training were added to the existing program.

Utilization Review: The Utilization Review Committee continued meeting every two weeks to review care and treatment rendered to Medicare and Medicaid eligible patients. Continuing studies of Utilization review procedures and patient demography in the age group 65 years and over were completed during the Fiscal Year.

Geriatric Program. Expanded to the maximum potential allowable within staffing and funding limitations.

CHANGES: The Alcoholism Treatment and Rehabilitation Program was transferred from Warm Springs State Hospital to Galen State Hospital on June 30, 1974. The Lighthouse Drug Abuse Treatment Project housing was transferred from Warm Springs State Hospital to Galen State Hospital on July 1, 1974 but much of the planning for the transfer occurred during the 1973-1974 Fiscal Year.

PERFORMANCE INDICATORS: Performance indicators are reflected to a large degree by the statistical information contained in other portions of the Annual Report.

PROBLEM AREAS: These major problem areas have been reiterated many times over:

1. The need for qualified professional and supportive services personnel in numbers sufficient to fulfill our obligations or providing care and treatment to the mentally ill persons received at Warm Springs State Hospital.
2. The need for increasing substantially the base wage for all categories of personnel to levels which would allow recruitment and retention of workers.
3. The need for developing salary schedules and incentive measures which reflect a philosophy of rewarding dedicated, loyal employees who are deserving of promotion and longevity or merit increases.
4. The need for updating and modernizing the Warm Springs State Hospital Physical Plant.

Accomplishment of almost every proximate, intermediate or long-term goal of Warm Springs State Hospital depends upon the satisfaction of the foregoing needs. These needs are interrelated in the sense that without sufficient numbers of qualified personnel, we cannot hope to provide effective psychiatric treatment; without increasing base wages and providing incentives for continued meritorious employment, we cannot hope to recruit and retain sufficient numbers of qualified personnel to

PSYCHIATRIC, GENERAL-MEDICAL, FORENSIC SERVICES: (Continued)

provide effective psychiatric treatment; without updating the Warm Springs State Hospital Physical Plant and maintaining sufficient numbers of qualified staff, we cannot hope to keep the licensure required for operation of Warm Springs State Hospital.

RECOMMENDATIONS: The following comments and recommendations are made on behalf of all Warm Springs State Hospital staff who are concerned about the possible closure of Warm Springs State Hospital.

1. Warm Springs State Hospital still must serve as the primary inpatient treatment resource for those persons who cannot be treated by community mental health agencies. Certain types of patients cannot be treated adequately in community facilities. There are some patients who display severe and profound problems which simply do not respond readily to treatment processes.
2. Longer than average hospital stays are often required for such patients as autistic children, adolescents requiring rehabilitation or behavioral adjustment, those persons with chronic psychoses and persons in need of prolonged psychiatric rehabilitation. For reasons of cost and physical facility limitations, General Hospitals in the community are not an alternative for severe and profound problems.
3. Montana Community Mental Health Centers are still in developmental stages under Federal funding appropriations. These developing Centers are not prepared to assume the responsibilities of inpatient psychiatric treatment on the scale represented by Warm Springs State Hospital.
4. Organization of local resources to meet the need for inpatient psychiatric hospitalization is not likely to occur in every target area because of the high cost of replicating services.
5. Hospital treatment may still be required as an emergency measure when all outpatient therapeutic resources have been exhausted.
6. The trial closure of public mental hospitals in deference to support of community mental health facilities has created such deplorable patient care conditions in States like California as to necessitate the reopening of public psychiatric hospitals. We would not want to see this trial and error repeated in Montana.
7. The efficacy of the Comprehensive Community Mental Health Center movement nationwide has not been clearly established and in fact has been attacked as irrelevant in some quarters. While the necessity for Warm Springs State Hospital has withstood the test of time encompassing nearly a century of operation, Community Mental Health Centers in Montana are a development of recent years. We believe Warm Springs State Hospital should remain an active, well-funded inpatient psychiatric treatment facility until the facilities and services of the community mental health centers are at least as good as those available from the Warm Springs State Hospital, and until there is ample evidence that the citizenry of Montana will financially support Community Mental Health Center operations after Federal funding is withdrawn.
8. The Warm Springs State Hospital must be allowed more participation in the decision making process influencing patient care and treatment. Appropriate policies cannot be developed or implemented efficiently by the Montana State Department of Institutions without the input of Warm Springs State Hospital staff.

PSYCHOLOGY DEPARTMENT

- DESCRIPTION

The Psychology Department has a staff of eight with a Director, a Therapy Coordinator, and two Psychologists on each of the three Units. The department conducts diagnostic testing, individual and group therapy, and inservice training for other disciplines in the hospital. The department is also responsible for the evaluation (psychological) of patients referred by the Courts. The department has also staffed through the period covered the Butte Mental Hygiene Clinic.

- GOALS

The staffing goals have been accomplished - the program goals have not. It is the department's expectation to provide increased in-service training programs to a broader range of the hospital staff. It is also a goal to increase communication with the University System and to provide a training program for select undergraduate psychology majors. It is thought feasible, in this setting, to initiate at least three types of behavior modification programs.

- OBJECTIVES

To initiate behavior modification programs, it would be necessary to increase the department staff with the addition of behavior modification technicians. A training program for psychology undergraduate students would require additional supervisory staff. If these programs were begun, additional staff would be an objective.

- ACHIEVEMENTS

Hiring of additional staff to the point where an adequate core is present. Increased in-service training for other disciplines.

- PERFORMANCE INDICATORS

Number of Psychological Examinations Given During Fiscal Year-----1,200
Number of Hours of Individual Psychotherapy Rendered During Fiscal Year----500
Number of Hours of Group Psychotherapy Rendered During the Fiscal Year-----500

- PROBLEM AREAS

1. Lack of realistic salaries.
2. Salaries not comparable to those of psychologists in other State Agencies.
3. Lack of realistic stipend programs.
4. Lack of adequate travel budget for professional staff in isolated circumstances.

- RECOMMENDATIONS

Correction of problem areas.

REGISTRAR AND STATISTICS

- DESCRIPTION:

Department's primary function is to relieve Superintendent of such details as: Patient admissions, releases and discharges; research and mental hygiene statistics - hospital, state and national tie-in; much legal work; reception, public relations work; correspondence; medical records compilation; secretarial, stenographic, typing, filing, clerical or general office work; burial arrangements; liaison work with courts, attorneys, doctors, psychiatric disciplines and agencies throughout Montana, in hospital and National Institute of Mental Health.

- GOALS:

Continue efforts to serve professional staff efficiently and effect improvements wherever possible.

- OBJECTIVES:

Continue to coordinate mental health work between courts, county officials and hospital. Expect to request re-standardization of commitment forms and change in some commitment laws.

- ACHIEVEMENTS:

This department has contributed quite significantly during the past quarter century by helping to change hospital from mostly custodial to an institution where mental illness is TREATED.

- PERFORMANCE INDICATORS:

Introduction of time and labor saving methods and equipment as these became possible and available.

- PROBLEM AREAS:

Turnover in department staff requiring frequent training of new personnel.

- RECOMMENDATIONS:

Current negotiations, if satisfactory salary adjustments are made, should be very helpful.

REHABILITATION THERAPIES DEPARTMENT

- DESCRIPTION

A clinical service composed of a number of specialized therapeutic programs which are rehabilitative in concept and design. Departmental staff are trained in various professional disciplines. Program offerings are reality based and activity oriented. Departmental specialties employ treatment directed principles and practices which are specifically related to those individual professional disciplines. Several general, special and vocational education programs have been implemented with the cooperation of the Montana State Superintendent of Public Instruction.

- MAJOR SECTORS OF THE REHABILITATION THERAPIES DEPARTMENT

Occupational Therapy

A program carried out in three shop areas to provide activities through which a patient may increase mastery of objects, have opportunities to creative expression, and acquire skills that will allow the hospitalized person to relate more adequately.

Recreational Therapy

A wide variety of individual and group functions ranging from physical conditioning classes to graded programs of range of motion on Geriatric wards. Recreational therapy also includes social-recreational events. Most of the resident patients participate in some aspect of the Recreational Program.

Education

Two programs directed toward raising the level of academic achievement, improving relationships with fellow students and teachers, and improving the attitudes of younger persons toward school attendance.

1. E.S.E.A. Title I Project. This program is designed for patients of school age (5 through 20 years) who have not graduated from High School. Fifty students participated in this program during the Fiscal Year.
2. Adult Basic Education. This program provides educational opportunities for adults of any age who have been educationally deprived and who have special deficits of communication or computational skills. There were Seventy adults who participated in this program during the Fiscal Year.

Both educational programs may entail the goal of preparing students for the High School equivalency tests - G.E.D. During the period of time from July 1, 1973 through June 30, 1974, eight students passed G.E.D. examinations.

REHABILITATION THERAPIES DEPARTMENT (Continued)

Vocational Education

Four projects designed to provide hospitalized persons with occupational skills training which will help prepare the individual for entry into the field of employment or furnish a basis for additional training in one of the several project areas.

1. Automotive Maintenance.....41 enrollees in the Fiscal Year
2. Business Studies.....94 enrollees in the Fiscal Year
3. Construction and Maintenance.....30 enrollees in the Fiscal Year
4. Consumer Homemaking (Home Economics)82 enrollees in the Fiscal Year

An Independent Living Unit preparing women for return to the community is an integral part of the Homemaking program.

Music Therapy

A program designed to utilize music as a therapeutic modality to provide patients with experiences promoting relaxation, socialization, new interests and positive changes in behavior. Individual, small group and ward classes are held daily.

Industrial Therapy

The rationale of the Industrial Therapy program has been to provide the hospitalized person with work experiences which will enable the individual to develop work tolerance, acceptable work habits, limited skills, improved relationships with fellow workers and supervisory staff. Approximately 320 patients participate in Industrial Therapy any given day.

General Library

A joint venture with the Montana State Library to provide books, magazines, newspapers and audio-visual materials to hospitalized persons.

- GOALS

To supplement the total treatment program of Warm Springs State Hospital by offering a wide range of therapeutic activities aimed at improving mental and physical health, modifying behavior, teaching new skills and preparing the hospitalized person for release and adjustment to community living.

- OBJECTIVES

To improve existing programs which have similar goals and objectives of modifying behavior, teaching a variety of skills, improving mental and physical health, promoting interpersonal relationships and preparing the hospitalized psychiatric patient to assume a responsible role in life particularly in relation to social, educational and vocational functions.

- ACHIEVEMENTS

Preventing regression. institutionalization and debilitation in hundreds of Warm Springs State Hospital resident patients.

- PROBLEM AREAS

During the Fiscal Year, some preliminary planning for establishment of a minimum wage pay program for patients has been accomplished. Implementation of the patient pay program will entail a large number of far-reaching problems.

- RECOMMENDATION

Coordinated and cooperative long range planning to fulfill the rehabilitative needs of patients and to prevent haphazard, crisis to crisis meeting of immediately felt needs.

RELIGIOUS PROGRAM

- DESCRIPTION

The Religious Program is comprised of two Chaplains

Rev. W.L. Roset - Protestant

Rev. Eugene R. Sajcich - Catholic

Although the ultimate concerns of religion and psychiatry may be quite different, religion and psychiatry have areas of common interest and do not actually conflict. Religion and psychiatry can cooperate and supplement one another in assisting people toward coping with the difficulties and problems surrounding mental illness. Warm Springs State Hospital Clergymen offer religious programs and individual counseling to meet the spiritual needs of patients. Roman Catholic and Protestant religious services are held regularly at Warm Springs State Hospital. Chaplains frequently visit all wards of the Hospital and are available at all times for emergency visitation of the sick or dying. Chaplains act as liaisons to Church organizations and pastors within the State of Montana. They also serve as Treatment Teams members and therapists.

- GOALS

Provide Religious Worship with services every Sunday and on all religious holidays.
Assist patients on their death bed.
Provide religious counseling.

- OBJECTIVES

To integrate religious counseling and programs into the hospital therapy programs.

- ACHIEVEMENTS

Working with people whose problems seem to stem from religious misconceptions. As many people trust a clergyman, chaplains can function as an important therapy tool of the hospital.

- PERFORMANCE INDICATORS

The providing of the services set forth in the "Goals" Section.

- PROBLEM AREAS

The complexity of the problems usually encountered in pathology with a basis in religion.

- RECOMMENDATIONS

None

SCHOOL OF PRACTICAL NURSING

- DESCRIPTION

A one year comprehensive program preparing students to be eligible to take the State Licensure Examination for practical nursing.

- GOALS

To provide an educational program for prospective and present employees of the institutions which will:

- a. Educate them in comprehensive practical nursing techniques, including geriatric, medical-surgical, obstetric, pediatric nursing, with increased emphasis on psychiatric nursing in order to better meet the needs of the institution.
- b. Enable them to acquire the understanding, attitudes and skills necessary to administer effective patient care, as dictated by patient needs, that are within the scope and limitations of practical nursing.
- c. Enable them to develop positive health ideals and an awareness of one's personal responsibility as a licensed practical nurse.

- OBJECTIVE

To provide licensed practical nurses to Warm Springs State Hospital as well as throughout the institutional system in order to facilitate improved patient care and the administration of medications by licensed personnel.

- ACHIEVEMENTS

1. The second class was graduated February 15, 1974. Sixteen students took and successfully passed the Montana Licensing Examination. Of these graduates, fourteen were employed by State or County institutions:

Warm Springs State Hospital	-	12
Galen State Hospital	-	1
Silver Bow General Hospital	-	1

2. Because of the implementation into the curriculum of psychiatric nursing and the increased emphasis placed on the administration of medications, as well as the clinical experience obtained at Warm Springs State Hospital and Galen State Hospital, the graduates were able to assume their responsibilities in the institutions without a period of orientation and inservice education.
3. At the present time there are seventeen students in the third class which will graduate April 18, 1975.
4. The school has received approval from the Montana State Board of Nursing.

- PERFORMANCE INDICATORS

1. The success of the school can be measured in the quality nursing care being provided by its graduates and in the excellent evaluations being received from those agencies employing its graduates. Of the thirty-nine students who have graduated from the program, thirty-one were employed within the state as Licensed Practical Nurses in the past year. Four are employed in other states in a Licensed Practical Nurse capacity.

SOCIAL SERVICE DEPARTMENT

- DESCRIPTION

The Social Service Department of Warm Springs State Hospital is concerned with providing Casework Services to patients. Social Workers apply social therapy techniques to assist patients toward achievement of a better relationship with family, friends and community as well as within the Hospital.

Although in reference to the need for service, the Social Service Department is chronically understaffed, the Department began the Fiscal Year with eleven Social Workers and three Stenographers. One Social Worker and one Stenographer resigned. Two Social Workers and one Stenographer were hired. The Social Service Department hired three college students to assist with updating records and two students to help with the backlog of typing during the summer months. The Social Service Department continued to staff the Butte Mental Hygiene Clinic two days per week.

Departmental efforts to upgrade staff require that work positions be made more attractive by increasing salaries to competitive levels and offering opportunities for professional advancement. The Social Service Department failed to obtain stipends for two interested workers because monies for the stipend program were no longer available.

Through arrangements with the University of Montana, the Social Service Department was able to provide a quarter of practicum experience for three students majoring in Social Work.

- ACHIEVEMENTS AND PERFORMANCE INDICATORS

The first achievement relates to obtaining background information on every patient for use in diagnosis, treatment and release planning. During the Fiscal Year, Social Workers conducted 1936 interviews, 590 with relatives, 796 with patients, and 550 with other persons in order to complete 912 Social Histories.

While providing Casework or therapy, Social Workers held over 6,806 interviews, of which 1477 were with relatives, 4374 with patients, and 1955 with other persons. These figures do not reflect the multitude of brief contacts made.

In planning for the release and followup of patients in the community, Social Workers held 3194 interviews, 802 with relatives, 1114 with patients and 1278 with other persons. These interviews resulted in the release of 930 patients. Over 758 referrals, including those made to Public Health Nurses, Bureau of Vocational Rehabilitation, Social Security Administration, Social Rehabilitative Service, Mental Health Centers and Clinics, Veterans Administration and other community service agencies, were completed.

Through the availability of S.S.I. assistance, Medicare and Medicaid, increased numbers of aged patients were transferred to Rest Homes and Nursing Homes.

The Social Service Department carried the major responsibility for providing tours of interested groups of citizens, notably High School and University classes. A partial list shows 34 tours for 738 students.

Through the efforts of Social Service Department and with cooperation of other Hospital Departments, a case coordinator program was initiated to assure that a treatment program is established and implemented for the individual patient. The Case Coordinator system which began in the Eastern Treatment Unit has proven efficacious and will be expanded to other Warm Springs State Hospital Treatment Units.

SOCIAL SERVICE DEPARTMENT (Continued)

- GOALS AND OBJECTIVES FOR THE FUTURE

The primary objective for the future will be to upgrade staff by the addition of more Masters of Social Work. This objective is related to the goal of providing more individual and group psychotherapy as well as more inservice training.

Another objective is to establish a more intensive and formalized pre-release program focused on preparing the chronic patient for return to the community, including an even closer liason with Community Mental Health Centers. Increased liason will be possible with additional professionally trained staff. The pre-release program would be enhanced by having suitable facilities where efforts could be concentrated.

The final objective would be an increased cooperative program of Inservice training for all the various disciplines represented on the Warm Springs State Hospital staff.

SUMMARY OF WARM SPRINGS STATE HOSPITAL
NEW OR EXPANDED PROGRAM PROPOSALS

The following new or expanded program proposals have been submitted to the Montana State Department of Institutions by the Warm Springs State Hospital for presentation at the forthcoming Montana State Legislative Session.

1. Child and Adolescent Clinical Services Program: In recent years this Hospital has seen a small, but significant number of children and adolescents admitted. These youth have either not been treated in the community or have exhausted available community resources. Youths not containable in the other Montana State Institutions have also been referred to Warm Springs State Hospital. At the present time, Montana literally has no clinical services available for mentally ill children. The goals of the Child and Adolescent Clinical Services Program would be to provide appropriate diagnosis, evaluation recommendations to referring families or agencies, to provide treatment for mentally or emotionally ill children and adolescents who cannot be treated within the community setting, and to provide intensive release and service for children and adolescents in a recognized specialty within all the professional mental health disciplines. Current State and Federal legislation require recognition of the particular needs of this age group in order to comply with the law. The Child and Adolescent Clinical Services Program could serve as a model for implementation within communities.
2. Adult Motivation Program: The purpose of this program would be the expansion and revitalization of the therapeutic care of chronically ill patients who have become institutionalized and dependent. The program would apply principles of behavior therapy to patients who are no longer overtly ill in order to bring about improvement of social functioning, enhancement of work skills and eventual return to the community. Goals of the program would be to motivate chronically ill adult patients, promote consistency among ward personnel, and transfer of independent living skills from hospital to community settings. Specific objectives of the program would be reduction of hospital admissions and readmissions, promotion of socially productive behavior among chronically ill patients and lessening the amount of time and effort involved in patient management.
3. Geriatric Treatment Program: There is no slackening of stress as people move into old age. If anything the frequency of severe behavioral reactions increases. Not only does the elderly person bring with him the residue of earlier problems, but added to these are marked decline of health and vigor, physical changes, diseases and dysfunctions which increase in frequency and duration. With advancing age there are enlarged prospects for major surgery, anxiety about permanent debility and death. There are feelings of aimlessness, worthlessness and financial insecurity. The goals of an expanded Geriatric Treatment Program would be to help elderly people cope better with aging processes and to prepare elderly patients for return to their home communities. Specific objectives of the Geriatric Treatment Program expansion would be remotivation, environmental manipulation, physical treatment, supportive therapy to help elderly patients maintain learning capacities, interests, motility and stamina.

4. Janitorial Training Program: The Janitorial Training Program would be a vocational education project designed to provide janitorial skills and training to select groups of hospitalized patients. The program would seek to prepare trainees for employment in the janitorial occupational field after being released from Warm Springs State Hospital.

5. Pre-Release Program: The Social Service Department of Warm Springs State Hospital has primary responsibility for release planning for patients. The Pre-Release Program would constitute: (a) an expansion of the existing program; (b) centralization of all Social Service resources on the problem of release planning; (c) establishment of a 50-bed ward for people referred for extensive release planning services. The goals of the program would be to prepare psychiatric patients for release from Warm Springs State Hospital. Emphasis of the program would be placed on patients who are in need of extensive and intensive pre-release planning and casework services in the area of release planning. Specific program objectives would include: (a) providing a self-governing, relatively independent facility within the hospital for referred patients; (b) furnishing individual, group and family casework services to persons referred because of problems anticipated upon release from the Hospital; (c) systematically utilizing the services of the Activity Therapies Department to help prepare patients for leaving the institution; (d) placing patients into more direct and immediate contact with persons or agencies outside the hospital for aftercare purposes. The Pre-Release program would benefit the citizenry of Montana by lowering the recidivism rate and providing better care to Montana Citizens admitted to Warm Springs State Hospital for care and treatment.

6. Microfilming Program: Under this program microfilming equipment would be purchased and procedures would be implemented to photograph patient medical records, personnel records and accounting records. At the present time there is critical shortage of storage space within the Hospital. Microfilming records would conserve and release space presently utilized for storage. Microfilming would benefit the Hospital in several other ways including easier, more rapid access to records, helping maintain integrity of medical records, preventing misfiling of important documents and reducing fire hazard which results from having millions of pieces of flammable paper on the hospital premises. Microfilmed documents are accepted in Courts of law as evidence. Microfilming the records produced at this institution would be following a long standing trend established by modern hospitals, banks, insurance companies and industry.

7. Recreation Therapy Program: This program would be an expansion of the existing Recreational Therapy program at Warm Springs State Hospital. The purpose of the expanded program would be to provide more comprehensive and therapeutically oriented recreation in two specific areas of the Hospital: the new Maximum Security facility and the Geriatric wards of the Hospital. Objectives of the program would be to increase motility, range of motion and stamina of many elderly patients and to assist in the development of social skills and functions for hospitalized psychiatric patients.

8. Merit Increase Program: This program would be tied to the Warm Springs State Hospital Inservice Nursing Education Program now in existence. Goals of the program would be to reward industrious, dedicated and loyal Nursing Service employees who on their own initiative attend educational classes in order to better equip themselves for the work they perform. Specific objectives of the program would be to provide merited salary increases to Psychiatric Aides, Licensed Practical Nurses and Registered Nurses for completing training programs which prepare them to do a better job. Benefits from the program would include better patient care and fostering of pride in performing good work. The key to effective psychiatric treatment is highly

SUMMARY OF NEW OR EXPANDED PROGRAM PROPOSALS (Continued)

trained and qualified staff in sufficient numbers to carry out the details of care and treatment. The Inservice Training Program with merit salary increases scheduled in would be one way of obtaining highly trained and qualified staff.

9. Inservice Training For All Hospital Staff: Goals of this program would be to provide hospital staff with opportunities for learning from experts in the various disciplines associated with psychiatric treatment. Program objectives would include budgeting money for bringing lecturers in the various psychiatric disciplines to Warm Springs State Hospital for staff learning conferences and budgeting money to send members of professional disciplines to conferences out of State. Various types of formal or informal training are carried out in most hospitals. This training may be as intensive as approved residency training programs in psychiatry or as informal as work done by staff members in journal clubs. In between these two extremes are seminars led by highly trained staff members and lectures delivered either by staff members or by visiting faculty. In some State Hospitals, the inservice training programs are enriched by encouraging staff members to attend conferences and seminars held in nearby centers of population. At Warm Springs State Hospital, the staff is at a definite disadvantage in that they live and work in an isolated area where they do not have access to highly trained experts in the different fields of Psychiatry. The broadening experience of learning from experts is the kind of stimulus necessary for attracting competent, creative staff and for sustaining interest in continuing employment. The Hospital generally would benefit by this type of program in that new knowledge presented by outside authorities tends to foster therapy and therapeutic attitudes. Funding which would allow staff members of all professional disciplines to attend within-State and out-of-State conferences should be promoted. There are several professional personnel who must attend conferences out of State at their own expense in their disciplines in order to remain certified as practitioners. It seems manifestly silly and unfair to demand professionalism on the part of Hospital employees while simultaneously depriving them of the wherewithall to accomplish this end.

10. Educational Stipend Program: We have found the best employees are those who have worked at Warm Springs State Hospital, who left to undertake graduate studies in various professional disciplines, then returned to work as qualified professionals. These people tend to remain the longest period of time and the contribution they make is greater because they are already familiar with the hospital and community environment. At the present time there is a very small stipend budget of less than \$10,000 for all institutions controlled by the Montana State Department of Institutions. This amount of money is not sufficient to sponsor persons who cannot in other ways pay for education, to receive the education they desire. An adequately funded stipend budget would benefit the Warm Springs State Hospital by allowing the Hospital to send interested employees to various professional schools and then pay back the stipend in actual service to the institution. There are probably 15 employees of Warm Springs State Hospital who are presently willing to pay back two months of service for each month of education sponsored by a stipend program.

11. Psychiatric Residency Program: The purpose of this program would be to participate in the training of Psychiatrists, in cooperation with various University Medical Schools in the Western United States. Objectives of the program would include working out an agreement with University medical schools whereby Warm Springs State Hospital would be utilized as a training center for Psychiatrists. Obtaining residents in psychiatric training would benefit the citizens of Montana in several ways: (a) Psychiatric residents could relieve the workload of the permanent psychiatric staff; (b) residents would be less expensive to support and maintain than permanent psychiatric staff; (c) the Hospital would be assured of having well trained Psychiatric Service personnel.

STATISTICAL TABLES

PROGRAM COST SUMMARY
WARM SPRINGS STATE HOSPITAL

	<u>FY 1973-74</u>	<u>FY 1972-73</u>	<u>Increase (Decrease)</u>
Administration	\$ 296,237	\$ 272,413	\$ 23,824
Care and Treatment	4,802,511	4,064,536	737,975
General Services and Physical Plant	2,139,363	1,983,618	155,745
Alcoholic Treatment	107,846	98,020	9,826
Canteen and Recreation Hall	152,012	131,749	20,263
Education of Handicapped Children	8,435	9,645	(1,210)
Commissary	50,071	49,593	478
Licensed Practical Nurses	26,577	39,691	(13,114)
Drug Abuse Treatment	85,921	211,302	(125,381)
Community Mental Health	- -	582,700	(582,700)
 TOTAL PROGRAMS	 \$ 7,668,973	 \$7,443,267	 \$ 225,706
 Personal Services	 \$ 6,196,038	 \$5,855,080	 \$ 340,958
Operating Expenses	1,327,178	1,548,915	(221,737)
Capital	145,757	39,272	106,485
 TOTAL BY OBJECT	 \$ 7,668,973	 \$7,443,267	 \$ 225,706
 General Fund	 \$ 2,796,106	 \$6,891,771	 \$(4,095,665)
Revenue Sharing	4,503,563	- -	4,503,563
Federal and Private Revenue	115,209	348,723	(233,514)
Federal Revenue Fund	43,500	- -	43,500
Insurance Clearance Fund	188,438	131,749	56,689
 TOTAL FUNDING	 \$ 7,668,973	 \$7,443,267	 \$ 225,706

Daily Per Capita Cost of Hospitalization, Total Programs-----\$ 19.12
 Daily Per Capita Cost of Hospitalization, Less Special Programs-----\$ 18.31
 Annual Per Capita Cost of Hospitalization, Total Programs-----\$6,978.80
 Annual Per Capita Cost of Hospitalization, Less Special Programs-----\$6,683.15

DEMOGRAPHY OF WARM SPRINGS STATE HOSPITAL PATIENTS

During the Fiscal Year 1973-1974 the Statistical Portrait of newly received Warm Springs State Hospital patients would have included these characteristics:

1. Hospitalized at Warm Springs State Hospital for the first time.
2. Received at Warm Springs State Hospital on Voluntary Application.
3. White in color.
4. Native born American
5. Within Age Group 25-44 Years.
6. Around 42 years of age.
7. Married.
8. Graduate of High School.
9. Employed as a semi-skilled worker.
10. Diagnosed Sociopathic with addiction to alcohol.
11. About 14 years older than the average Montana.
12. Around 13 years older than the average United States citizen.
12. Hospitalized approximately 29 days.

ADMISSIONS TO WARM SPRINGS STATE HOSPITAL
DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

TYPE OF ADMISSION AND SEX OF PATIENTS		NUMBER OF ADMISSIONS EACH MONTH												TOTAL ADMISSIONS FOR THE FISCAL YEAR BY TYPE AND SEX
		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
FIRST ADMISSIONS	Male	78	65	55	61	67	65	62	70	68	60	55	50	756
	Female	21	28	25	26	19	18	29	15	17	22	13	24	257
	Total	99	93	80	87	86	83	91	85	85	82	68	74	1013
READMISSIONS	Male	43	45	46	49	39	51	50	41	30	52	41	44	531
	Female	24	25	17	21	17	13	25	16	10	20	15	13	216
	Total	67	70	63	70	56	64	75	57	40	72	56	57	747
RETURNS FROM HOME VISIT	Male	49	28	30	29	28	34	41	20	24	41	47	39	410
	Female	43	30	29	17	25	45	30	13	23	29	27	25	336
	Total	92	58	59	46	53	79	71	33	47	70	74	64	746
RETURNS FROM CONVALESCENT LEAVE	Male	7	5	1	3	3	7	2	4	11	4	6	7	69
	Female	2	8	3	1	3	2	6	4	5	5	5	5	49
	Total	9	13	4	4	6	9	8	8	16	9	11	12	109
RETURNS FROM ESCAPE	Male	4	3	9	6	3	3	5	2	2	3	9	6	55
	Female	1	2	2	0	0	1	1	0	0	3	2	1	13
	Total	5	5	11	6	3	4	6	2	2	6	11	7	68
RETURNS FROM OTHER HOSPI- TALS	Male	9	1	6	5	5	5	6	5	5	2	4	7	60
	Female	8	2	3	3	7	8	4	5	5	3	2	4	54
	Total	17	3	9	8	12	13	10	10	10	5	6	11	114
TOTAL AD- MISSIONS EACH MONTH	Male	190	147	147	153	145	165	166	142	140	162	162	153	1872
	Female	99	95	79	68	71	87	95	53	60	82	64	72	925
	Total	289	242	226	221	216	252	261	195	200	244	226	225	2797

Total First Admissions for the Fiscal Year-----	1013
Total Readmissions for the Fiscal Year-----	747
Total Returns from Home Visit for the Fiscal Year-----	746
Total Returns from Convalescent Leave for the Fiscal Year-----	109
Total Returns from Escape for the Fiscal Year-----	68
Total Returns from Other Hospitals for the Fiscal Year-----	114
Total Male Admissions for the Fiscal Year-----	1872
Total Female Admissions for the Fiscal Year-----	925
Grand Total Admissions for the Fiscal Year-----	2797
Ratio of Admissions to Separations for the Fiscal Year-----	.99 to 1.00

WARM SPRINGS STATE HOSPITAL TREATMENT UNIT ADMISSIONS
DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

MONTH	UNIT	NUMBER OF FIRST ADMISSIONS	NUMBER OF READMISSIONS	TOTAL NUMBER OF ADMISSIONS FOR MONTH EACH UNIT	TOTAL NUMBER OF ADMISSIONS FOR MONTH ALL UNITS
JULY	Western	37	34	71	166
	Central	24	18	42	
	Eastern	37	11	48	
	Forensic	1	4	5	
AUGUST	Western	36	37	73	163
	Central	26	18	44	
	Eastern	26	13	39	
	Forensic	5	2	7	
SEPT	Western	33	27	60	143
	Central	21	16	37	
	Eastern	17	15	32	
	Forensic	9	5	14	
OCTOBER	Western	39	39	78	157
	Central	22	22	44	
	Eastern	23	7	30	
	Forensic	3	2	5	
NOVEMBER	Western	34	22	56	142
	Central	22	16	38	
	Eastern	17	10	27	
	Forensic	13	8	21	
DECEMBER	Western	47	37	84	147
	Central	22	14	36	
	Eastern	11	9	20	
	Forensic	3	4	7	
JANUARY	Western	28	35	63	166
	Central	30	16	46	
	Eastern	24	19	43	
	Forensic	9	5	14	
FEBRUARY	Western	32	25	57	142
	Central	24	11	35	
	Eastern	23	16	39	
	Forensic	6	5	11	

WARM SPRINGS STATE HOSPITAL TREATMENT UNIT ADMISSIONS
DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

MONTH	UNIT	NUMBER OF FIRST ADMISSIONS	NUMBER OF READMISSIONS	TOTAL NUMBER OF ADMISSIONS FOR MONTH EACH UNIT	TOTAL NUMBER OF ADMISSIONS FOR MONTH ALL UNITS
MARCH	Western	37	19	56	125
	Central	27	10	37	
	Eastern	14	8	22	
	Forensic	9	1	10	
APRIL	Western	29	36	65	154
	Central	28	19	47	
	Eastern	22	11	33	
	Forensic	8	1	9	
MAY	Western	23	27	50	124
	Central	21	13	34	
	Eastern	20	12	32	
	Forensic	4	4	8	
JUNE	Western	37	29	66	131
	Central	17	17	34	
	Eastern	14	10	24	
	Forensic	6	1	7	
TOTALS		1020	740	1760	1760

SUMMARY OF WARM SPRINGS STATE HOSPITAL TREATMENT UNIT ADMISSIONS
DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

WESTERN UNIT

Number of First Admissions for the Fiscal Year-----	412
Number of Readmissions for the Fiscal Year-----	367
Total Number of Admissions for the Fiscal Year-----	779
Percentage of Grand Total-----	44.26%

CENTRAL UNIT

Number of First Admissions for the Fiscal Year-----	284
Number of Readmissions for the Fiscal Year-----	190
Total Number of Admissions for the Fiscal Year-----	474
Percentage of Grand Total-----	26.93%

EASTERN UNIT

Number of First Admissions for the Fiscal Year-----	248
Number of Readmissions for the Fiscal Year-----	141
Total Number of Admissions for the Fiscal Year-----	389
Percentage of Grand Total-----	22.10%

FORENSIC UNIT

Number of First Admissions for the Fiscal Year-----	76
Number of Readmissions for the Fiscal Year-----	42
Total Number of Admissions for the Fiscal Year-----	118
Percentage of Grand Total-----	6.70%

Total Number of First Admissions All Units for the Fiscal Year-----	1020
Percentage of Grand Total represented by First Admissions-----	57.95%

Total Number of Readmissions All Units for the Fiscal Year-----	740
Percentage of Grand Total represented by Readmissions-----	42.05%

Grand Total Number of Admissions All Units for the Fiscal Year-----	1760
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SEPARATIONS FROM WARM SPRINGS STATE HOSPITAL
DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

TYPE OF SEPARATION AND SEX OF PATIENTS		NUMBER OF SEPARATIONS EACH MONTH												TOTAL SEPARATIONS FOR THE FISCAL YEAR BY TYPE AND SEX
		JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	
DIRECT DISCHARGE	Male	85	101	67	87	74	85	103	91	115	91	87	74	1060
	Female	20	29	31	35	12	30	21	30	28	26	24	27	313
	Total	105	130	98	122	86	115	124	121	143	117	111	101	1373
HOME VISIT	Male	48	40	32	35	33	65	21	20	31	41	57	48	471
	Female	42	46	35	29	37	69	19	18	31	32	35	36	429
	Total	90	86	67	64	70	134	40	38	62	73	92	84	900
CONVALESCENT LEAVE	Male	7	6	3	9	8	12	8	4	21	8	12	6	104
	Female	6	5	3	11	9	10	5	6	5	9	5	8	82
	Total	13	11	6	20	17	22	13	10	26	17	17	14	186
ESCAPE	Male	9	3	14	10	2	5	8	7	6	9	12	10	95
	Female	3	2	3	2	1	2	0	1	1	3	4	5	27
	Total	12	5	17	12	3	7	8	8	7	12	16	15	122
TO OTHER HOSPITALS	Male	5	3	13	9	4	8	8	8	3	1	8	3	73
	Female	9	3	6	3	6	9	6	6	6	4	2	2	62
	Total	14	6	19	12	10	17	14	14	9	5	10	5	135
DEATH	Male	4	2	3	4	4	4	3	8	9	9	4	1	55
	Female	3	4	6	1	5	3	2	3	1	1	4	2	35
	Total	7	6	9	5	9	7	5	11	10	10	8	3	90
TOTAL SEPARA- TIONS EACH MONTH	Male	158	155	132	154	125	179	151	138	185	159	180	142	1858
	Female	83	89	84	81	70	123	53	64	72	75	74	80	948
	Total	241	244	216	235	195	302	204	202	257	234	254	222	2806

Total Direct Discharges for the Fiscal Year-----1373
 Total Home Visits for the Fiscal Year-----900
 Total Convalescent Leaves for the Fiscal Year-----186
 Total Escapes for the Fiscal Year-----122
 Total To Other Hospitals for the Fiscal Year-----135
 Total Deaths for the Fiscal Year-----90
 Total Male Separations for the Fiscal Year-----1848
 Total Female Separations for the Fiscal Year-----948
 Grand Total Separations for the Fiscal Year-----2806
 Ratio of Separations to Admissions for the Fiscal Year-----1.00 to .99

PATIENT DAYS OF CARE RENDERED BY WARM SPRINGS STATE HOSPITAL
DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

MONTH	NUMBER OF PATIENT DAYS OF CARE RENDERED EACH MONTH
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July-----	35,599
August-----	34,658
September-----	33,576
October-----	34,551
November-----	33,050
December-----	34,206
January-----	35,046
February-----	31,700
March-----	33,619
April-----	32,212
May-----	33,115
June-----	31,637

TOTAL NUMBER OF PATIENT DAYS OF CARE RENDERED FOR THE FISCAL YEAR - 402,969

AVERAGE DAILY CENSUS OF WARM SPRINGS STATE HOSPITAL
DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

MONTH

AVERAGE DAILY CENSUS FOR THE MONTH

July-----	1084
August-----	1118
September-----	1119
October-----	1114
November-----	1102
December-----	1103
January-----	1130
February-----	1132
March-----	1084
April-----	1073
May-----	1067
June-----	1055

OVERALL AVERAGE DAILY CENSUS FOR THE FISCAL YEAR-----1,098.41

PERCENTAGE OF OCCUPANCY FOR WARM SPRINGS STATE HOSPITAL
DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

MONTH

PERCENTAGE OF OCCUPANCY FOR THE MONTH

July-----	83%
August-----	85%
September-----	85%
October-----	85%
November-----	84%
December-----	84%
January-----	85%
February-----	77%
March-----	82%
April-----	79%
May-----	78%
June-----	75%

OVERALL PERCENTAGE OF OCCUPANCY FOR THE FISCAL YEAR-----81.83%

AUTOPSY RATE FOR WARM SPRINGS STATE HOSPITAL
DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

MONTH	AUTOPSY RATE FOR THE MONTH
July-----	14%
August-----	0%
September-----	0%
October-----	20%
November-----	11%
December-----	42%
January-----	20%
February-----	0%
March-----	0%
April-----	0%
May-----	0%
June-----	0%

OVERALL AUTOPSY RATE FOR THE FISCAL YEAR-----8.91%

SUMMARY OF MEDICAL SERVICES
 PROVIDED TO WARM SPRINGS STATE HOSPITAL PATIENTS
 DURING THE FISCAL YEAR FROM JULY 1, 1973 THROUGH JUNE 30, 1974

MONTH	SURGICAL CLINIC	MEDICAL CLINIC	DIABETIC CLINIC	MAJOR OPERATIONS	MINOR OPERATIONS	NEUROLOGICAL CONSULTATION
July	44	109	13	0	29	3
August	36	92	11	0	32	6
September	47	92	7	0	26	1
October	39	90	18	0	29	11
November	47	113	8	0	28	3
December	65	74	10	0	17	1
January	52	99	10	0	32	0
February	43	65	7	0	14	0
March	26	54	7	0	14	0
April	36	99	13	0	26	0
May	50	87	5	0	21	0
June	50	35	8	0	22	0
TOTALS	535	1009	117	0	290	25

UTILIZATION REVIEW CONTINUING STUDY

(All admissions and readmissions, age 65 & over, January 1, 1973 through December 31, 1973)

NUMBER OF PATIENTS

Unit	Age 65 & Over	*Total Admissions (all ages)	Per Cent aged 65 and over
Western	66	799	8%
Central	45	495	9%
Eastern	28	407	7%
	139	1,701	8%

*Excludes Forensic Clinic patients

PRIMARY DIAGNOSIS AND FREQUENCY

Diagnosis	Western	Central	Eastern	Total
1. Non-psychotic Organic Brain Syndrome with Circulatory Disturbance	07	08	15	30
2. Alcohol Addiction	10	10	06	26
3. Psychotic Organic Brain Syndrome with Cerebral Arteriosclerosis	17	04	00	21
4. Psychotic Organic Brain Syndrome with Senile Dementia	02	08	00	10
5. Non-psychotic Organic Brain Syndrome with Senile or Pre-Senile Brain Disease	00	06	01	07
6. Senile Dementia	05	01	00	06
7. Alcoholic Deterioration	06	00	00	06
8. Psychotic Depressive Reaction	02	00	01	03
9. Schizophrenia, paranoid type	01	02	00	03
10. Non-psychotic Organic Brain Syndrome with Alcohol	02	00	00	02
11. Depressive Neurosis	01	00	01	02
12. Involutional Melancholia	00	01	01	02
13. Adjustment Reaction of Adult Life	02	00	00	02
14. Non-psychotic Organic Brain Syndrome with trauma	00	02	00	02
15. Korsakoff's Psychosis	01	00	00	01
16. Psychotic Organic Brain Syndrome with epilepsy	00	00	01	01
17. Paranoia	01	00	00	01
18. Mental Retardation	00	01	00	01
19. Anxiety Neurosis	00	01	00	01
20. Hypochondrical Neurosis	00	00	01	01
21. Anti-social Personality	01	00	00	01
22. Schizophrenia, chronic undifferentiated type	01	00	00	01
23. Psychotic Organic Brain Syndrome with Alcoholic Deterioration	01	00	00	01
24. Psychotic Organic Brain Syndrome with C.V.A.	01	00	01	02
25. Cerebrovascular Accident	01	00	00	01
26. Schizophrenia, acute	00	01	00	01
27. Death Prior to Psychiatric Diagnosis	04	00	00	04
28. Discharge Prior to Psychiatric Diagnosis	00	00	01	01
	66	45	28	139

UTILIZATION REVIEW CONTINUING STUDY

Diagnostic Work-Up Time - Per Cent of Patients (Time between admission and Diagnostic Clinic)

Unit	1-5 days	6-10 days	11-15 days	16-20 days	21 days & over
Western	16%	54%	14%	03%	13%
Central	09%	80%	09%	00%	02%
Eastern	15%	48%	15%	19%	03%
Total All Units	13%	62%	13%	05%	07%

Average time, by Unit, between Admission and Diagnostic Clinic presentation.

Western Unit	8.5 days
Central Unit	8.0 days
Eastern Unit	10.0 days

Patients who had more than 20 days between admission and Diagnostic Clinic presentation were not included in the above figures, as this usually indicates hospitalization on General Hospital 16.

Western: 8 patients with more than 20 days.
Central: 1 patient with more than 20 days.
Eastern: 1 patient with more than 20 days.

July 14, 1974

The Honorable Thomas L. Judge
Governor of the State of Montana
Helena, Montana

Dear Governor Judge:

This 13th annual report of the Montana Board of Pardons, covering the fiscal year ended June 30, 1974, is herewith transmitted to you in accordance with the requirements of Section 82-4002, R.C.M. 1947 as amended in 1971.

While the Board of Pardons has come under the Department of Institutions by the Executive Reorganization Act of 1971, for administrative purposes only, the purposes and functions of the Board remain essentially the same as when the Board was founded by the 34th Legislative Assembly and appointed by the Honorable Hugo Aronson, Governor, in April 1955.

Present Board members are Henry E. Burgess, an educator at Carroll College in Helena, who was appointed 7-8-1971, by your predecessor, the Honorable Forrest H. Anderson. Robert T. O'Leary, Chairman, an attorney at law in Butte was appointed on 8-8-1973, and Edwin H. Jasmin, vice president of the Northwestern Bank of Great Falls was appointed on 12-19-73, by yourself.

Respectfully submitted,

BOARD OF PARDONS

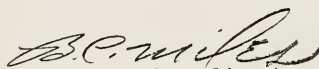

Bobby C. Miles, Director

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DEPARTMENT OF INSTITUTIONS
1236 E. 6th Avenue, Helena

Edwin G. Kellner
Lawrence E. D'Arcy
Thomas L. Gooch
John G. Thomas
Geraldine C. Strong

Director
Deputy Director
Administrator, Centralized Services Division
Administrator, Community Services Division
Administrator, Reimbursement Division

BOARD OF PARDONS
1119 Main Street
Deer Lodge, Montana

PAROLE BOARD MEMBERS

Robert T. O'Leary, Chairman
8-7-73 to 1-3-77

1854 Harrison Avenue
Butte, Montana

Henry E. Burgess, Vice Chairman
7-8-70 to 4-1-75

Carroll College
Helena, Montana

Edwin H. Jasmin, Secretary
12-20-73 to 12-20-77

1123- 19th S. W.
Great Falls, Montana

PRINCIPAL ADMINISTRATIVE OFFICER

Bobby C. Miles, Director
Deer Lodge, Montana

LEGAL REFERENCES

A major revision in the laws of the State of Montana dealing with parole, probation and executive clemency was made by the Thirty-Fourth Legislative Assembly in 1955, during the administration of Governor Hugo Aronson. References for authorization of organization with agency descriptions of the Board of Pardons are found in Title 95 (transferred from Title 94), Chapter 32 of the Revised Codes of Montana, Volume 8, Section 95-3203 through 95-3233. Terms of office of Board members after reorganization are cited in Section 82A-112 (2) (B).

Operating policies necessary to administer statutory requirements are contained in Procedure, Rules and Regulations Governing the State Board of Pardons.

POLICY

The policy of the Parole Board is, as far as reasonable discretion permits, to make maximum use of parole as a part of the total correctional process. In this endeavor we try to treat the offender more than the offense; to deal with each offender as an individual; to judge each objectively and equitably on his merits; to be flexible and practical; to be more concerned about the future than the past; to provide adequate protection for the public and emphasize rehabilitation rather than vengeance or retribution. We regard parole as an essential tool in the correctional process, and when it is properly administered it becomes a more effective, humane and economical way of dealing with offenders.

The Board meets once each month to interview prisoners sixty days prior to their eligibility date for release on parole. Plans for parole are discussed as well as petitions for executive clemency. All public hearings are scheduled and held as required by State statutes with proper notification of same. The Board as soon as possible in advance of each meeting, writes to the district court's sentencing judge, county attorney and the sheriff of the county where the crime was committed indicating that the prisoner is being considered for release on parole so that those involved in the prosecution have opportunity to convey any relevant information to the Board prior to disposition of the case. Letters including complete comprehensive psychiatric reports of the petitioner are forwarded to the Governor indicating the reasons why the Board recommends executive clemency not be granted or granted.

PRINCIPAL GOALS

The principal goals of the agency include the protection of society during the term of sentence required for proper behavioral modification enabling a safe but expeditious return to society a law abiding citizen now able to cope within its framework or systems of law and order.

AGENCY OBJECTIVES

1. To provide the offender with adequate supervision that is most apt to eliminate further acts of delinquency without dehumanization.
2. To assist the offender to locate proper residence and employment that will sustain his needs during the entire term of sentence on probation or parole.
3. To facilitate proper treatment as required by the offender for good physical and mental health.
4. To better enable the offender to operate within the framework of the system and to cope with the existing handicaps imposed as a result of the conviction.
5. To encourage the offender to seek additional education or vocational training as required to obtain his or her goals for the future.
6. To provide fair and just treatment for all regardless of ethnological origin, religious beliefs or lack thereof.

PROGRAM INVENTORY AND COST SUMMARY

PROGRAM	ACTUAL COST FOR FISCAL YEAR ENDING 6/30/74
Supplies and Materials.....	\$ 4,863.71
Communications.....	17,623.22
Utilities.....	1,368.64
Travel.....	56,878.43
Contracted Services.....	2,984.27
Rent.....	7,157.04
Repairs and Maintenance.....	699.02
Other.....	<u>908.00</u>
	\$ 92,482.33
Capital Equipment.....	3,605.14
	3,605.14
Salaries and Wages.....	264,139.99
Employee Benefits.....	33,536.73
	\$297,676.72
TOTAL PROGRAM.....	393,764.19

MAJOR ACCOMPLISHMENTS

1.

We received funds from the Federal Government Law Enforcement Assistance Administration as approved by the Governor's Crime Control Board to continue the "University Year for Action". The project now, in its second phase, affords the student opportunity for experiential training relevant to the current needs of the criminal justice system. Students from the University of Montana participate in various state agency programs for one academic school term. A counselor from each assigned agency facilitates the learning process by providing the benefit of his or her prior experiences on the job. Guidelines for student job descriptions are adequate and most students are exposed to didactic relationships with as many as 10 clients for as many as 20 hours per week. Regular classroom attendance is not required; however, students are expected to satisfactorily complete competitive exams as required of all other students.

Each participating student of the U.Y.A. Project provides innovative ideas and/or constructive criticism suggestive for progressive change and provides state agencies with a pool of prospective experienced prospects for future employment needs after their graduation.

II

Funds were appropriated by legislators that enabled our agency to permanently employ six parole officers who were formerly employed with funds received from the President's Emergency Employment Assistance Act. The average case load of each parole agent has been reduced to 85 Clients and currently remains well above the standards recommended by the National Advisory Commission for Criminal Justice Standards and Goals. Each client under supervision comprises one unit and each report of investigation for presentence is equal to five units. Each parole agent currently conducts an average of 33 presentence reports per fiscal year. The commission recommended that each officer be responsible for no more than 50 work units. Our current direct services staff is responsible for an average workload consisting of 250 units each.

III

We received funds in fiscal year ending 6-30-1974, from the Federal Government Emergency Employment Assistance Act to continue the employment of 4 clerk typists hired in fiscal year ending 6-30-1973, with funds from the same source. The project augmented our agency supportive services for our already overworked direct services parole staff at no cost to the State of Montana. However, the federal government terminated the Emergency Employment Assistance Act on 7-1-74, leaving our agency in dire need of expanded supportive services.

IV.

The Montana Law Enforcement Academy, under the able direction of the Attorney General and his staff, again received funds during fiscal year 1974 that were approved by the Governor's Crime Control Board. Our new recruits and in-service parole agents received minimal required training. However, the school, like most federal government seeded projects now faces extinction unless we provide for our own agency training departmental needs.

V.

We opened a satellite office at Polson, Montana near the Flathead Indian Reservation in order to enable our agency to better serve the needs of the criminal justice system in that community.

VI.

We divided our agency into three geographic divisions with a divisional supervisor at the head of each division in order to improve supportive services to the target groups served. Decentralization enables the supervisor to improve the efficiency of his own district according to the needs peculiar only to that community. The supervisors were relieved of their respective case loads making them available to better manage the administrative affairs of each district office comprising his own division. Two hearing officers that were hired during fiscal year ending 6-30-1974, currently are conducting preliminary hearings at or near the site of alleged violation of conditions for parole to determine probable cause for revocation of parole. The Supreme Court Morrissey Decision was prompted by the need for due process of law respecting the rights of those citizens who had been convicted of felony crimes.

One of our hearing officers is currently acting as temporary divisional supervisor of the eastern division while the former central and western divisional supervisors continue at the helm of their respective divisions. The other hearing officer, in addition to his normal duties, is currently acting as temporary training officer. His additional duties include the required requisition of training materials and resource materials needed for a central library to be located at the central office in Deer Lodge. He arranges for experts in the fields of Behavioral Sciences and Corrections to instruct recruits and in-service personnel at the Montana Law Enforcement Academy at Bozeman, Montana. He conducts special training sessions or workshops as requested by divisional supervisors whenever needed. He is responsible for the proper orientation of all U. Y.A. Students assigned to our agency from the University of Montana. He provides proper orientation and basic training to volunteers offering their supervisory talents to probationers and parolees. He explores current trends in corrections and transfers recent technology techniques to our agency personnel to insure that our clients gain the maximum benefit of research and experience.

VII.

We assigned one parole agent to regularly meet once each month with Prisoners and their respective counselors at Swan River Youth Forestry Camp. His duties shall be to interview prisoners prior to their eligibility date for release on parole or probation and to report their respective plans to jurisdictional authorities prior to any release. He will coordinate plans for supervision and provide proper instructions to the inmate for reporting upon arrival at his destination in the community. He will thoroughly explain all conditions for release including the consequences for any violation of the conditions for release.

VIII.

We conducted and recorded a comprehensive list of all State owned property accrued in the past and established a system for periodic renewal of same.

IX.

Job descriptions with lists of their respective duties and responsibilities were completed for all employees.

PROGRAM DESCRIPTIONS

SERVICES PROVIDED:

I. GOVERNOR'S INVESTIGATING AGENCY.

The Board of Pardons administers adult probation for all of Montana's eighteen judicial districts and twenty-eight judicial district judges and furnishes the counties with requisite services.

1. "Probation" is the release by the court without imprisonment, except as provided otherwise by law, of a defendant found guilty of a crime upon verdict or plea; subject to conditions imposed by the court and subject to the supervision of the Board upon direction of the court.

2. "Parole" is the release to the community of a prisoner by the decision of the Parole Board prior to the expiration of his term, subject to the conditions imposed by the Board and subject to its supervision.

3. "Executive clemency" refers to the powers of the Governor as provided by Section 12 of Article VI of the Constitution of the State of Montana, as adopted by the Constitutional Convention on March 22, 1972, and as ratified by the people on June 6, 1972, that became effective on July 1, 1973.

II. INTERSTATE COMPACT ADMINISTRATION.

In 1934 Congress authorized agreements or compacts among the states for cooperative effort and mutual assistance in the prevention of crime. Since then, each of the fifty states, plus Puerto Rico and the Virgin Islands, has become signatory to an interstate compact for the supervision of parolees and probationers.

The primary purpose of the Interstate Probation and Parole Compact was to discourage the practice of "sundown probation or parole;" i.e., release conditioned upon leaving the jurisdiction, never to return, and without thought given to supervision. That practice was, of course, self-defeating and a denial of the fundamental goal of probation and parole to end criminal careers through the rehabilitation of those convicted of crime.

III TARGET GROUPS:

1. Probationer. Probation is a treatment program in which final action in an adjudicated offender's case is suspended or deferred, so that he remains at liberty, subject to conditions imposed by or for the court, under the supervision and guidance of a probation-parole worker.

2. Parolee. Parole is a treatment program in which an offender, after serving part of a term in a correctional institution, is conditionally released under supervision and treatment by a probation-parole worker.

It is the persons on probation and parole with whom the Montana Board of Pardons is concerned; these are the people who constitute the "Target Groups" of the Montana Board of Pardons.

Past tradition in the state of Montana and elsewhere has been to provide required nominal supervision of parolees and probationers in order that its citizens be protected from its offenders. Taxpayers and legislators have been unwilling to support adequate corrections programs in the past. However, revised public opinion and political attitudes are now demanding a transformation of the corrections process in its means and ends. The citizens of Montana are now demanding the most promising means to accomplish changes that are most apt to modify its offenders' behavioral conduct. The National Advisory Commission on Criminal Justice Standards and Goals considers community-based corrections the most promising means of accomplishing the changes in offender behavior that the public expects -- and in fact now demands -- of corrections.

Most people confined to custodial control either are, or soon become eligible potential participants for community-based corrections reintegration through family visit furloughs or through work and/or study release programs. The use of control and surveillance is basic to a sound community corrections system. Our experienced personnel will constitute the core for the new system. However, additional recruits will be needed to augment our already overworked supportive services staff. Many parole officers are currently supervising caseloads with work units two or three times above that recommended by the National Advisory Commission for Criminal Justice Standards. Therefore, the Board of Pardons will submit proposed substantial budget increases to provide the required additional services and needs already mentioned. It is essential that legislators act favorably upon our increased budget demands because time is running out to confront the strange but paradoxical dilemma now confronting our state corrections system.

COST AND PERFORMANCE SUMMARY

TOTAL COST FISCAL YEARS 1972-73, BIENNIUM ENDING 6-30-74

	Year Ending June 30, 1973	Year Ending June 30, 1974
Personal Services	\$177,333.07	\$272,457.27
Federal Funded Personal Services	75,068.49	25,219.45
Operations and Capital	50,506.64	91,265.51
Federal Funded Operations and Capital	2,356.84	4,821.96
TOTALS	\$305,265.04	\$393,764.19

	FISCAL YEARS		
	1971-72	1972-73	1973-74
In Prison Per Person			
Per Day	24.93	26.61	24.64
Per Year	9,099.45	9,714.01	8,995.09
On Parole Per Person			
Per Day	.59	.51	.79
Per Year	215.65	186.14	288.35

ESTIMATED PROJECTED COST FOR THE FISCAL YEAR ENDING JUNE 30, 1975

Personal Services.....	\$300,555.00
Federal Fund Personal Services.....	None
Operations and Capital.....	70,001.00
Federal Fund Operations and Capital...	9,436.00
Grand Total.....	\$379,992.00

The population of Montana State Prison averaged 320 per month (see Table II), compared with 286 per month the previous year. The average monthly caseload for Board of Pardons continued to increase. This year, it is 1,377 cases (see Table III) per month, compared with 1,224 cases per month for last year.

The above mentioned statistics indicate that the average monthly population at Montana State Prison increased approximately 12% this fiscal year over last fiscal year while average monthly caseloads under the supervision of the Board of Pardons have increased approximately 12% during the same period. An analysis of current crime data according to the most recent F.B.I. Uniform Crime Report for the nation reflect similar increases. Arrests and convictions for possession of marijuana have increased approximately 43% in the nation and similarly have increased in the state of Montana. The Department of Intergovernmental Relations projects that the population of Montana will reach nearly 730,000 in 1980, or an increase of 5.2% over 1970. However, there is little correlation between population growth increase and crime increase as the crime rate is increasing much faster than the population growth.

The State of Montana Board of Pardons confronted with the strange but paradoxical dilemma made plans for its proposed biennial budget to include adequate funds for establishing four multi-phazed corrections facilities to be located in communities of major populations that are currently receiving the benefit of its supportive services. Alternatives to incarceration at the prison in Deer Lodge will be afforded the District Courts when sentences are being imposed. Many convicted felons will be enabled to remain in their own community on their already established jobs contributing to the welfare of their respective families, excluding the need for welfare assistance. The Superintendent of each facility will be responsive to the leadership of the Executive Director as approved by the Board. Already existing community supportive services including Parole Agents will augment each facility staff. If current population growth and crime growth continues at established rates the new prison will not be adequate for projected future needs.

GENERAL FACTORS IN PAROLE SELECTION

The granting of a parole rests in the discretion of the Parole Board. In general, it is granted where, in the judgment of the Board, a prisoner who has made a satisfactory adjustment and is otherwise eligible, will avoid the violation of law, and when the factors which will affect him and his dependents upon release assure adequate public security. These factors vary in every case. The Board evaluates each case on its merits and acts, as its judgment indicates, to grant or to continue the case to a later date.

The following are some of the factors that are considered by the Board in its decision making:

A. Sentence Data.

1. Type of sentence.
2. Length of sentence.
3. Recommendations of Judge, County Attorney and other responsible officials and citizens.

B. Facts and Circumstances of the Offense.

1. Mitigating and aggravating factors.
2. Activities following arrest and prior to confinement, including adjustment on bond or probation, if any.

C. Prior Criminal Record.

1. Nature and pattern of offense(s).
2. Adjustment to previous probation, parole and confinement.
3. Detainers

D. Changes in Motivation and Behavior

1. Changes in attitude toward self and others.
2. Reasons underlying changes.
3. Personal goals, motivation and resources available.

E. Personal and Social History.

1. Family and marital
2. Education-academic and vocational.
3. Employment and military experience.
4. Physical and emotional health.

F. Institutional Experience.

1. Program goals and accomplishments.
 - (a) Religion
 - (b) Therapy
 - (c) Vocational training or work assignments.
 - (d) Academic
 - (e) Recreation and leisure time use.
2. General Adjustment.
 - (a) Inter-personal relationships with staff and peers.
 - (b) Behavior, improvement and misconduct.
3. Physical and emotional health and treatment.

G. Community Resources.

1. Residence- family, friends or A. A. facility.
2. Employment - work, training or academic.
3. Special needs- hospitalization, Halfway House, etc.

PROJECT COSTS BY OBJECT OF
EXPENDITURE AND SOURCE OF FUNDINGS

FISCAL YEAR 1975

OBJECT OF EXPENDITURES	
Personal Services.....	\$300,555.00
Operations and Capital.....	79,437.00
Total Expended.....	379,992.00
SOURCE OF FUNDING	
General.....	\$370,556.00
Federal and Private Revenue Fund.....	9,436.00
Total Funding.....	\$379,992.00

TABLE I
CASELOAD OF BOARD OF PARDONS FOR FISCAL YEAR
Ending June 30, 1974

	Interviews	Parole Revocation Hearings	P.V.'s Reparoled	Public Hearings	Discussion Cases	Total
July-August, 1973....	56	10	2	1	17	86
September, 1973.....	36	5	2	1	13	57
October, 1973.....	32	10	0	0	12	54
November, 1973.....	30	8	0	0	9	47
December, 1973.....	23	6	0	0	6	35
January, 1974.....	31	5	0	1	12	49
February, 1974.....	35	7	0	0	11	53
March, 1974.....	29	5	0	0	9	43
April, 1974.....	36	5	0	1	7	49
May, 1974.....	35	5	0	0	10	50
June, 1974	36	7	0	1	15	59
TOTALS.....	379	73	4	5	121	582

TABLE II

	Paroled From M.S.P.	Discharged From M.S.P.	M.S.P. Population
July, 1973.....	10	6	306
August, 1973.....	19	6	302
September, 1973.....	18	3	290
October, 1973.....	14	6	298
November, 1973.....	16	2	307
December, 1973.....	21	4	321
January, 1974.....	9	8	331
February, 1974.....	19	3	337
March, 1974.....	24	5	341
April, 1974.....	24	6	340
May, 1974.....	24	9	335
June, 1974.....	<u>22</u>	<u>3</u>	<u>335</u>
TOTALS.....	220	61	320.25 Monthly Average

TABLE III
CASELOAD OF FIELD OFFICERS

	MONTANA		OUT OF STATE IN MONTANA		Total
	<u>Parole</u>	<u>Probation</u>	<u>Parole</u>	<u>Probation</u>	
July, 1973.....	306	892	38	109	1,345
August, 1973.....	286	851	48	89	1,274
September, 1973...	288	906	46	93	1,333
October, 1973.....	283	924	47	93	1,347
November, 1973....	281	935	41	106	1,363
December, 1973....	294	967	41	113	1,415
January, 1974.....	288	953	47	117	1,405
February, 1974....	274	979	44	111	1,408
March, 1974.....	272	1,003	42	116	1,433
April, 1974.....	289	1,056	40	109	1,494
May, 1974.....	277	1,057	38	103	1,475
June, 1974.....	300	1,093	38	102	1,533
MONTHLY AVERAGES..	286.5	968	42.5	105.1	1,377.3

TABLE IV
REPORTS RENDERED BY FIELD OFFICERS DURING FISCAL YEAR
Ending June 30, 1974

	Field Inv.	Pre-Sent. Inv.	Pre-Rel. Inv.	Prob. Inv.	Viol. Inv.	Exec. Clem.	Total
July, 1973.....	9	36	25	40	62	2	174
August, 1973.....	17	28	47	41	84	9	226
September, 1973....	5	33	29	60	71	3	201
October, 1973.....	11	44	34	68	78	2	237
November, 1973.....	11	65	38	72	75	2	263
December, 1973.....	18	39	30	61	84	3	235
January, 1974.....	16	49	20	52	78	2	217
February, 1974.....	17	64	45	58	72	1	257
March, 1974.....	16	66	44	61	94	2	283
April, 1974.....	21	45	60	80	84	4	294
May, 1974.....	22	61	59	63	103	2	310
June, 1974.....	<u>27</u>	<u>57</u>	<u>58</u>	<u>62</u>	<u>90</u>	<u>2</u>	<u>296</u>
TOTALS.....	190	587	489	718	975	34	2,993

TABLE V

	Commutation of Sentence	Pardon	Total
July, 1973.....	0	0	0
August, 1973.....	0	1	1
September, 1973.....	1	0	1
October, 1973.....	0	0	0
November, 1973.....	1	10	11
December, 1973.....	0	0	0
January, 1974.....	0	0	0
February, 1974.....	0	4	4
March, 1974.....	0	1	1
April, 1974.....	0	0	0
May, 1974.....	0	1	1
June, 1974.....	<u>0</u>	<u>0</u>	<u>0</u>
TOTALS.	2	17	19

TABLE VI

	Clients Receiving Final Discharges	Conditional Discharges from Supervision	Paroles Granted
July, 1973.....	11	3	10
August, 1973.....	8	5	19
September, 1973.....	3	11	18
October, 1973.....	13	2	14
November, 1973.....	2	7	16
December, 1973.....	17	7	21
January, 1974.....	17	4	9
February, 1974.....	3	2	19
March, 1974.....	17	2	24
April, 1974.....	8	1	24
May, 1974.....	11	7	24
June, 1974.....	<u>8</u>	<u>8</u>	<u>22</u>
TOTALS.....	118	59	220

FISCAL YEAR JULY 1, 1973 THROUGH JUNE 30, 1974

County	Number Paroled	County	Number Paroled	County	Number Paroled
Beaverhead.....	2	Granite.....	0	Powell.....	25
Big Horn.....	1	Hill.....	3	Prairie.....	0
Blaine.....	1	Jefferson.....	0	Ravalli.....	0
Broadwater.....	1	Judith Basin.....	0	Richland.....	0
Carbon.....	2	Lake.....	2	Roosevelt.....	0
Carter.....	0	Lewis & Clark.....	29	Rosebud.....	0
Cascade.....	18	Liberty.....	0	Sanders.....	0
Choteau.....	0	Lincoln.....	2	Sheridan.....	0
Custer.....	5	McCone.....	2	Silver Bow.....	12
Daniels.....	0	Madison.....	0	Stillwater.....	0
Dawson.....	1	Meagher.....	2	Sweetgrass.....	0
Deer Lodge.....	13	Mineral.....	3	Teton.....	1
Fallon.....	0	Missoula.....	9	Toole.....	1
Fergus.....	2	Musselshell.....	1	Treasure.....	0
Flathead.....	7	Park.....	1	Valley.....	0
Gallatin.....	6	Petroleum.....	0	Wheatland.....	1
Garfield.....	0	Phillips.....	0	Wibaux.....	0
Glacier.....	0	Pondera.....	0	Yellowstone.....	19
Golden Valley.....	<u>0</u>	Powder River.....	<u>0</u>	Out of State.....	<u>48</u>
TOTALS.....	59	TOTALS.....	54	TOTALS.....	107
Paroled In State.....		172			
Paroled Out of State.....		48			
GRAND TOTAL.....		220			

B. C. Miles, Director
Interstate Compact Administrator
Deer Lodge, Montana

George M. Cuff, Assistant Director
Deputy Interstate Compact Administrator
Deer Lodge, Montana

Cly F. Evans, Institutional Parole Officer, Deer Lodge, Montana

WESTERN DIVISION

Ralph Fisher, Supervisor
Missoula, Montana

Michael C. McCarty, P.O. 1
Missoula, Montana

Donald A. Anderson, Hearing Officer
Deer Lodge, Montana

Olaf Wenger P.O. 1
Butte, Montana

Wilbur F. Walter, P.O. 11
Kalispell, Montana

Eugene Bond P.O. 1
Polson, Montana

Albert J. Mehrens, P.O. 11
Butte, Montana

Bradley Grant P.O. 1
Kalispell, Montana

Robert D. Dunham, P.O. 1
Missoula, Montana

John O'Hern P.O. 1
Missoula, Montana

CENTRAL DIVISION

J. H. Baumgart, Supervisor
Great Falls, Montana

Jerome J. Skibs P.O. 1
Great Falls, Montana

Anthony J. Marra P.O. 11
Havre, Montana

Sam Wilson P.O. 1
Helena, Montana

Richard L. Holzheimer P.O. 1
Great Falls, Montana

Bernard Driscoll P.O. 1
Bozeman, Montana

EASTERN DIVISION

H. E. Korber, Hearing Officer
Billings, Montana

Philip E. Sanderson P.O. 1
Billings, Montana

Kenneth Gillam, P.O. 11
Billings, Montana

Michael J. Schmaing, P.O. 1
Billings, Montana

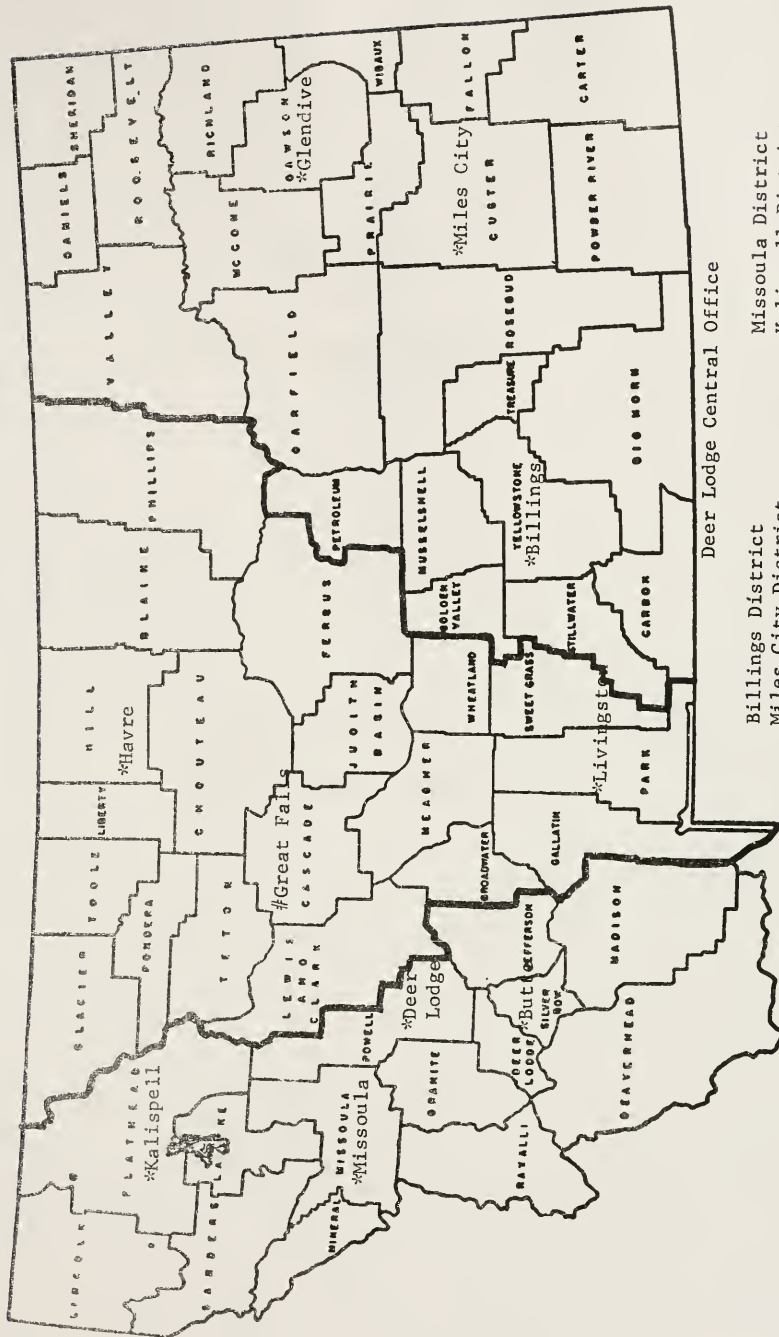
James L. Bennett, P.O. 1
Glendive, Montana

Franklin C. Raffael, P.O. 1
Miles City, Montana

WESTERN DIV.

CENTRAL DIV.

EASTERN DIV.



Deer Lodge Central Office

Billings District
Males City District
Havre District
Great Falls District
Glendive District

Missoula District
Kalispell District
Butte District
Livingston District

ANNUAL REPORT
OF THE
SOUTHWESTERN MONTANA DRUG PROGRAM

TO THE
GOVERNOR OF MONTANA
HONORABLE THOMAS L. JUDGE

FOR THE
FISCAL YEAR ENDED
JUNE 30, 1974

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SOUTHWESTERN MONTANA DRUG PROGRAM

ADMINISTRATION OFFICE
324 FULLER AVE.
HELENA, MONTANA 59601
PHONE: (406) 449-2825

September 25, 1974

REGIONAL OFFICE
225 SOUTH IDAHO STREET
BUTTE, MONTANA 59701
PHONE: (406) 792 1261

The Honorable Thomas L. Judge
Governor
State of Montana
Helena, Montana 59601

Dear Governor Judge:

In accordance with the requirements of Section 82-4002, R. C. M. 1947, there is herewith transmitted to you the report of the Southwestern Montana Drug Program covering the fiscal year ended June 30, 1974.

Major accomplishments during the year include:

A drug abuse treatment and rehabilitation program has as its primary determinant of success or failure the percentage of patients successfully completing treatment in that program. The Southwestern Montana Drug Program has successfully treated 42% of the clients entering treatment. This is a much higher treatment success rate than drug programs traditionally have achieved.

We have developed access for drug abusers to medical treatment and social rehabilitation services in Mental Health Region 4. In addition, an overall total of 933 clients entered one or more of the service components of the Southwestern Montana Drug Program (including crisis intervention services) during the fiscal year.

We have achieved a high degree of community support in the major communities in Mental Health Region 4. In addition, we are actively providing services and soliciting community support in the smaller communities in the 12 counties comprising our service area.

The Southwestern Montana Drug Program has successfully treated 42% of the clients entering treatment, which comparatively on a national scale, is a very high treatment success ratio. Even though the treatment ratio is very high, we hope to maintain and exceed this treatment ratio in the future.

Respectfully submitted,


MICHAEL A. MURRAY,
Administrative Director

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enclosure

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DEPARTMENT OF INSTITUTIONS
1235 E. 6th Ave., Helena

Conrad E. Keyser
Lawrence E. D'Arcy

Anthony G. B. B. B.
Deputy Director

SOUTHWESTERN MONTANA DRUG PROGRAM

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Helena, Montana 59601

Regional Office
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Butte, Montana 59701

Anaconda Satellite Office
122 E. Park
Anaconda, Montana 59711

Butte Satellite Office
102 S. Main
Butte, Montana 59701

Helena Satellite Office
3450 Gallatin Office
Helena, Montana 59601

PRINCIPAL OFFICERS

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J. M. Barta
William S. Evans
Ronald Tanyak
James E. Scott

Administrative Director
Director of Treatment & Rehabilitation
Team Leader, Butte Satellite Office
Team Leader, Anaconda Satellite Office
Team Leader, Helena Satellite Office

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7-8-71 - 7-1-76

East of Livingston

John W. Stinch, H. B., Member
7-31-73 - 3-3-77

1590 Canyon, Helena

LEGAL REFERENCES

The Southwestern Montana Drug Program was established by a National Institute of Mental Health Federal Grant, No. 5 R30 DA 01018 01 on November 1, 1972, in accordance with Public Law 92-255.

The Southwestern Montana Drug Program operated under the administrative directives and policies as provided by the Department of Institutions.

PLATE TWO (Cont.)

The Southwestern Montana Drug Program has as its primary function the successful medical treatment and rehabilitation of drug-abusers in Montana Mental Health Region 4.

MAJOR ACHIEVEMENTS

Based on its funding for FY 1975 and the cost of the FY 1974 fiscal year, the Southwestern Montana Drug Program had successfully treated 122 drug abusers. Successful treatment was based on a comprehensive treatment plan developed and implemented by the Team Leaders of the facilities and affiliates of the Southwestern Montana Drug Program and the staff members of the facilities and affiliates. As part of the treatment process, we have developed access for drug abusers to medical treatment and social rehabilitation services in Mental Health Region 4. We have done this by establishing informal and formal agreements (where possible) with welfare, vocational rehabilitation, the employment service, and other agencies. In addition, we have developed formal agreements with physicians and hospitals in Mental Health Region 4 to provide medical services for clients needing detoxification or other medical services for chronic and acute drug-related medical problems. Of the 774 clients formally enrolled in the Southwestern Montana Drug Program during the fiscal year, we have provided detoxification services for 155 of these clients. Overall a total of 223 residents entered one or more of the service components of the Southwestern Montana Drug Program (including, if applicable, intervention services) during the fiscal year. Based on the formerly mentioned success criterion, the Southwestern Montana Drug Program successfully treated 42% of those clients entering treatment.

PROGRAM COST SUMMARY

01 PROGRAM

BOYTE YOUTH SERVICE CENTER¹

	<u>1972-1973 Year</u>	<u>1973-1974 Year</u>	<u>Increase/Decrease</u>
<u>PERSONNEL SERVICES</u>			
Salaries	\$ 57,246.32	\$ 28,700.08	\$ (28,546.24)
Employee Benefits	<u>5,458.20</u>	<u>2,494.77</u>	<u>(2,963.43)</u>
Total	\$ 62,704.52	\$ 31,194.85	\$ (31,509.67)
<u>OPERATING EXPENSES</u>			
Contracted Services	\$ 124.00	\$ 76,554.50	\$ 75,630.30
Supplies & Materials	5,574.70	8,169.03	2,594.33
Communication & Transportation	2,244.00	1,697.07	(147.57)
Travel	1,305.22	1,261.05	(44.17)
Rent	4,507.29	2,282.66	(2,224.63)
Utilities	3,922.88	1,112.75	(2,810.13)
Repair & Maintenance	467.38	766.97	299.59
Other Expenses	<u>90.57</u>	<u>- 0 -</u>	<u>(90.57)</u>
Total	\$ 19,094.68	\$ 91,843.85	\$ 72,749.17
<u>EQUIPMENT</u>	\$ <u>486.00</u>	\$ <u>920.53</u>	\$ <u>434.53</u>
TOTAL PROGRAM COSTS	\$ 82,285.20	\$123,959.23	\$ 41,674.03

¹ The distribution of 1973-1974 program costs to the various line items within the 01 program is shown in the following listing and accounting forms under the heading "Operating Expenses". In November 1973, BYC received another payment of \$100,000 in advance for operating expenses and they then paid their own special operating claims. This accounts for the increase in contracted services and the decrease in almost all other categories.

PROGRAM 117 - JURY

Continued

FOURTH QUARTER 1973

	<u>1972-1973 Year</u>	<u>1973-1974 Year</u>	<u>Increase/Decrease</u>
<u>PROGRAM EXPENSES:</u>			
Salaries	\$ 10,000.00	\$ 10,000.00	\$ 0.00
Employee Benefits	20,291.32	20,291.32	0.00
Total	\$ 30,291.32	\$ 30,291.32	\$ 0.00
<u>PROGRAM EXPENSES:</u>			
Contracted Services	\$ 60,744.51	\$ 60,744.51	\$ 0.00
Supplies and Materials	9,329.28	9,329.28	0.00
Communication & Transportation	11,631.73	11,631.73	0.00
Travel	29,711.24	29,711.24	0.00
Postage	15,611.44	15,611.44	0.00
Utilities	585.27	585.27	0.00
Repairs & Maintenance	1,411.61	1,411.61	0.00
Other Expenses	10,378.00	10,378.00	0.00
Total	\$ 145,125.52	\$ 145,125.52	\$ 0.00
Program Income	\$ 11,391.68	\$ 11,391.68	\$ 0.00
<u>PROGRAM LOSS:</u>			
Other Improvement	750.00	750.00	0.00
TOTAL PROGRAM COSTS	\$ 145,875.52	\$ 145,875.52	\$ 0.00

NOTE: The above figures are for the period 1973-1974 year. The program was started in June 1973. The program did not exist until 1973-1974 year.

PROGRAM COST SUMMARY

03 PROGRAM

INSTITUTE OF LOGIC AND LINGUISTICS RESEARCH

	<u>1972-1973 Year</u>	<u>1973-1974 Year</u>	<u>Increase/Decrease</u>
<u>PERSONNEL SERVICES</u>	\$ - 0 -	\$ - 0 -	\$ - 0 -
<u>OPERATING EXPENSES</u>			
Contracted Services	\$ <u>103,827.50</u>	\$ <u>147,027.50</u>	\$ <u>43,200.00</u>
Total	\$ 103,827.50	\$ 147,027.50	\$ 43,200.00
TOTAL PROGRAM COSTS	\$ 103,827.50	\$ 147,027.50	\$ 43,200.00

GOAL/STATEMENT OF PURPOSE FOR THE PROGRAM

GOAL 1: Provide residential services to drug abusers.

GOAL . . . Provide the highest quality of medical and social rehabilitation for drug abusers in the District.

OBJECTIVE . . . Operate a residential treatment center for drug abusers with a treatable drug abuse syndrome.

OBJECTIVE . . . Provide a crisis intervention center that will provide services to 9 of the 12 counties in Mental Health Region 4.

OBJECTIVE . . . Provide outpatient drug treatment services to residents of Montana and surrounding area.

EVALUATION . . . 43 boys have received residential services during the 1980 year.

EVALUATION . . . Crisis calls received from 1,330 residents in a 9 county area.

EVALUATION . . . Operated an outpatient drug free treatment clinic.

Mental Health Program

GOAL . . . Successfully treat and rehabilitate drug abusers in Montana Mental Health Region 4.

OBJECTIVE . . . Provide comprehensive drug abuse treatment services to all counties of Mental Health Region 4.

OBJECTIVE . . . Provide residential services to drug abusers in need of such services.

OBJECTIVE . . . Provide drug and alcohol services to residents of Eastern Central Health Region 4.

DEFLECTION . . . Increase rate of deflection rate from last fiscal year 10%.

EVALUATION . . . Provide comprehensive drug treatment services to 933 residents of the Mental Health area.

EXTENSION . . . Continued efforts to provide residential services to 40 beds, contracted and placed programs in out of state therapeutic centers, placed 2 residents in local therapeutic community.

EVALUATION . . . Increase of 100% in residential services to 1,852 residents.

EVALUATION . . . Treatment success - 66% of all clients who entered treatment achieved or terminated drug free. 92% of all clients in program successfully completed their treatment plan.

Area Alcohol Research Program

OBJECTIVE . . . By June 1980, the program will be in a state of development and rehabilitation of the program in the Eastern Central Health Region 4. The program will aggressively develop local support and provide services to the residents of Eastern Montana Drug Program.

DEFLECTION . . . Develop a program to promote the voluntary enrollment of drug and alcohol addicts in the program; develop access of the program to the residents of the program in or near his own community and provide services to the residents of the program.

EVALUATION . . . Develop a program to identify target groups in each community and provide services to the residents of the program.

